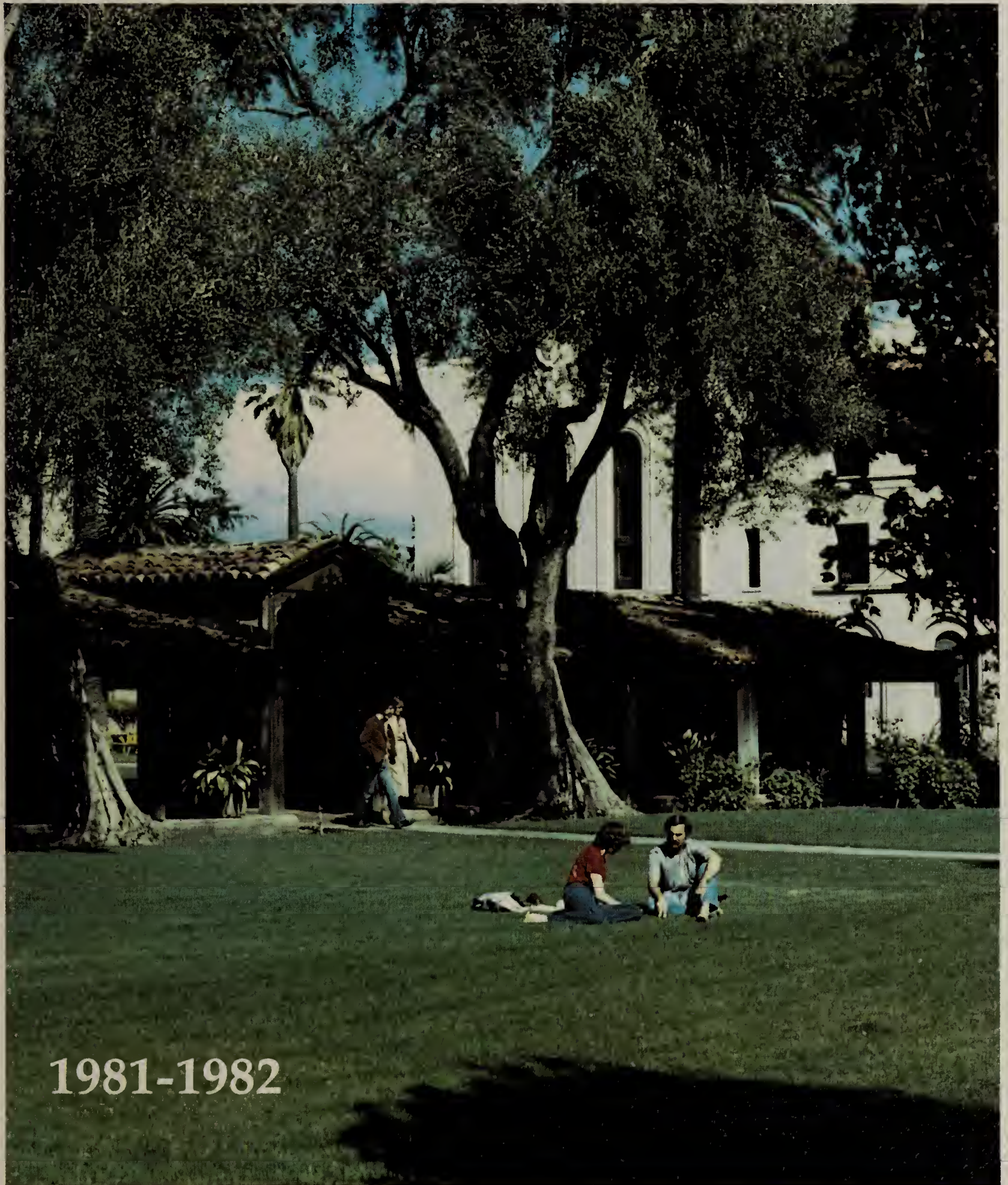


SANTA CLARA

GRADUATE SCHOOL OF BUSINESS & ADMINISTRATION



1981-1982

THE UNIVERSITY OF SANTA CLARA • CALIFORNIA

UNIVERSITY OF SANTA CLARA BULLETIN



GRADUATE SCHOOL OF
BUSINESS AND
ADMINISTRATION
1981-82

The University of Santa Clara reserves the right to make program, curriculum, regulation and fee changes at any time without prior notice. The University strives to assure the accuracy of the information in this bulletin at the time of publication. However, certain statements contained in this bulletin may change or need correction.



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CALENDAR 1981-82

FALL QUARTER 1981-82

September 7	Monday.....	Labor Day, Administrative holiday
September 9	Wednesday	New Student Orientation
September 12	Saturday	Leveling Examinations
September 16	Wednesday	Registration
September 21	Monday.....	Instruction begins
September 21-23	Monday-Wednesday	Late registration
September 24	Thursday.....	Last day for adding or switching classes
October 6	Tuesday	Last day to petition for graduate degrees to be conferred December 1981 and March 1982
October 8	Thursday	Last day to withdraw from classes with partial refund
November 16	Monday.....	Last day to withdraw from classes
November 26-27	Thursday- Friday.....	Thanksgiving Recess, Academic and Administrative holiday
November 30- December 2	Monday- Wednesday	Fall Quarter final examinations
December 7	Monday.....	Fall Quarter grades due 10:00 A.M.
December 24-25	Thursday- Friday.....	Christmas, Administrative holiday

WINTER QUARTER 1981-82

December 9	Wednesday	New Student Orientation
December 12	Saturday	Leveling Examinations
December 14	Monday.....	Registration
December 31- January 1	Thursday- Friday.....	New Year's Administrative holiday
January 4	Monday.....	Instruction begins
January 4-6	Monday-Wednesday	Late registration
January 7	Thursday.....	Last day for adding or switching classes
January 13	Wednesday	Last day to petition for graduate degrees to be conferred June 1982
January 15	Friday.....	Martin Luther King's birthday, Administrative and Academic holiday
January 21	Thursday.....	Last day to withdraw from classes with partial refund
February 15	Monday.....	President's Day, Academic and Administrative holiday
March 1	Monday.....	Last day to withdraw from classes
March 10-12	Wednesday- Friday.....	Winter Quarter final examinations
March 15	Monday.....	Winter Quarter grades due 10:00 A.M.

SPRING QUARTER 1981-82

March 17	Wednesday	New Student Orientation
March 20	Saturday	Leveling Examinations
March 23	Tuesday	Registration
March 29	Monday	Instruction begins
March 29-31	Monday-Wednesday	Late registration
April 1	Thursday	Last day for adding or switching classes
April 9	Friday	Good Friday, Administrative and Academic holiday
April 15	Thursday	Last day to withdraw from classes with partial refund
May 20	Thursday	Last day to withdraw from classes
May 31	Monday	Memorial Day, Administrative holiday
June 2-4	Wednesday- Friday	Spring Quarter final examinations
June 7	Monday	Spring Quarter grades due 10:00 A.M.
June 10	Thursday	22nd M.B.A. Commencement

SUMMER SESSION 1981-82

June 2	Wednesday	New Student Orientation
June 5	Saturday	Leveling Examinations
June 11	Friday	Registration
June 14	Monday	Instruction begins
June 15	Tuesday	Last day for late registration and the adding or switching of classes
June 18	Friday	Last day to petition for graduate degrees to be conferred August 1982
July 1	Thursday	Last day to withdraw from classes with partial refund
July 5	Monday	Independence Day, Academic and Administrative holiday
July 19	Monday	Last day to withdraw from classes
August 4-5	Wednesday- Thursday	Summer Session final examinations
August 9	Monday	Summer Session grades due 10:00 A.M.

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JANUARY	APRIL	JULY	OCTOBER
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11 12 13 14 15 16 17	12 13 14 15 16 17 18	12 13 14 15 16 17 18	11 12 13 14 15 16 17
18 19 20 21 22 23 24	19 20 21 22 23 24 25	19 20 21 22 23 24 25	18 19 20 21 22 23 24
25 26 27 28 29 30 31	26 27 28 29 30	26 27 28 29 30 31	25 26 27 28 29 30 31
FEBRUARY	MAY	AUGUST	NOVEMBER
1 2 3 4 5 6 7	1 2	1	1 2 3 4 5 6 7
8 9 10 11 12 13 14	3 4 5 6 7 8 9	2 3 4 5 6 7 8	8 9 10 11 12 13 14
15 16 17 18 19 20 21	10 11 12 13 14 15 16	9 10 11 12 13 14 15	15 16 17 18 19 20 21
22 23 24 25 26 27 28	17 18 19 20 21 22 23	16 17 18 19 20 21 22	22 23 24 25 26 27 28
	24 25 26 27 28 29 30	23 24 25 26 27 28 29	29 30
	31	30 31	
MARCH	JUNE	SEPTEMBER	DECEMBER
1 2 3 4 5 6 7	1 2 3 4 5 6	1 2 3 4 5	1 2 3 4 5
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15 16 17 18 19 20 21	14 15 16 17 18 19 20	13 14 15 16 17 18 19	13 14 15 16 17 18 19
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1981

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JANUARY	APRIL	JULY	OCTOBER
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10 11 12 13 14 15 16	11 12 13 14 15 16 17	11 12 13 14 15 16 17	10 11 12 13 14 15 16
17 18 19 20 21 22 23	18 19 20 21 22 23 24	18 19 20 21 22 23 24	17 18 19 20 21 22 23
24 25 26 27 28 29 30	25 26 27 28 29 30	25 26 27 28 29 30 31	24 25 26 27 28 29 30
31			31
FEBRUARY	MAY	AUGUST	NOVEMBER
1 2 3 4 5 6	1	1 2 3 4 5 6 7	1 2 3 4 5 6
7 8 9 10 11 12 13	2 3 4 5 6 7 8	8 9 10 11 12 13 14	7 8 9 10 11 12 13
14 15 16 17 18 19 20	9 10 11 12 13 14 15	15 16 17 18 19 20 21	14 15 16 17 18 19 20
21 22 23 24 25 26 27	16 17 18 19 20 21 22	22 23 24 25 26 27 28	21 22 23 24 25 26 27
28	23 24 25 26 27 28 29	29 30 31	28 29 30
	30 31		
MARCH	JUNE	SEPTEMBER	DECEMBER
1 2 3 4 5 6	1 2 3 4 5	1 2 3 4	1 2 3 4
7 8 9 10 11 12 13	6 7 8 9 10 11 12	5 6 7 8 9 10 11	5 6 7 8 9 10 11
14 15 16 17 18 19 20	13 14 15 16 17 18 19	12 13 14 15 16 17 18	12 13 14 15 16 17 18
21 22 23 24 25 26 27	20 21 22 23 24 25 26	19 20 21 22 23 24 25	19 20 21 22 23 24 25
28 29 30 31	27 28 29 30	26 27 28 29 30	26 27 28 29 30 31

1982



A MESSAGE FROM THE DEAN

We are proud of the reputation for excellence which the M.B.A. Program enjoys with business, industry, and service organizations. Few graduate schools of business can boast of an alumni having greater impact in a dynamic industrial region, and they alone, testify to the quality of faculty and program.

Like all schools with fine reputations, the Graduate School of Business and Administration at the University of Santa Clara has its own special personality. It emphasizes a generalist, multidisciplinary orientation. As such, it concerns itself with the interplay between managerial and policy-level decision making within the organization. It seeks to avoid an unduly narrow technical focus. We are committed to examine values and ethics as they relate to organizational decision making, so that the human impact of decisions is not lost. At the same time, analytical rigor is not sacrificed.

We do not accept individuals into the M.B.A. Program without manifest managerial leadership potential. Moreover, we do not appoint faculty without a demonstrated commitment to developing leaders. A strong student body combined with a committed faculty constitute a true collegium for learning.

Our commitment is to develop leaders who will guide their organizations not only to a position of competitive strength and professional excellence but also devote themselves to contribute creatively to society and mankind. If this approach to business education is appealing, we encourage you to join us in a graduate master's program of distinction.

André L. Delbecq
Dean

HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan Padre, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Assis.

Three quarters of a century elapsed before the University of Santa Clara or Santa Clara College as it was first known, opened its doors as an institution center and school for the Indians. Besides religious instruction, the men were taught stock raising, farming, and the building trades; the girls, weaving and sewing; the boys, reading, music, and religious drama. From 1777 until Mexican government secularization, February 27, 1837, some nine thousand persons were baptized at the Mission.

During the early period, the less solidly built Mission buildings of the first and second sites were destroyed by the flooding waters of the Rio Guadalupe. The third Mission Church, of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, likewise of adobe, was used temporarily from 1819 to 1825. The larger fifth Mission with its quadrangle patio, also of adobe, was completed and dedicated August 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of that quadrangle.

The first site of Mission Santa Clara is marked by a California State historical landmark, located near the intersection of Kifer Road and De la Cruz Boulevard. Crosses mark the second site at De la Cruz Boulevard and Martin Street, and the third site at Campbell and Franklin Streets. The fourth Mission Church stood in the area between Kenna and Delia Walsh Administration Building on the University campus today.

During the first three decades of the nineteenth century, the old Mission enjoyed its most fruitful years. In 1827, well over fourteen-hundred Indians lived within sound of the Mission's bells. In that year, some 15,500 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the Padres' guidance.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California Missions. The Mexican War of Independence brought turmoil from 1810 to 1821 with resultant decrease of Franciscan personnel and donations in aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the Mission. Most of the Indians' lands, cattle, and sheep became the object of spoilation by civil administrators.

In 1827, and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the Mission Padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco Garcia Diego y Moreno who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the Padres' resistance to governmental encroachment upon the Indians' rights and property had little effect. Finally came full secularization of Mission properties, imposed at Mission Santa Clara in early 1837. This ended the effectiveness of the Franciscan missionary endeavor in Alta California. Within a few years, the Mission buildings and the Indian lands, cattle, and sheep fell to the possession of the civil officials and their friends.

New People, New Ways

In the early 1840's, a new people and a new way of life came to Alta California. Most of the immigrants were Anglo-Americans, attracted by the rich lands of the Santa Clara Valley. In 1848, the Treaty of Guadalupe Hidalgo ceded California to the United States. Statehood was granted in 1850.

It was in this setting that Santa Clara opened its classroom doors in May of 1851. The new Bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly of the Oregon Missions, to open a college at Mission Santa Clara. During its

first complete academic year, 1851-52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year Santa Clara College received a charter of incorporation from the State of California.* In 1857, the college conferred its first collegiate degree, a bachelor of arts diploma to Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the State of California. By 1858 new scientific apparatus arrived from Paris and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed and distinguished graduates became prominent members of California life. However, it was not until 1912 that the Schools of Law and Engineering were founded. In that same year courses in the Humanities and the Sciences were expanded, too, and the college became the University of Santa Clara. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also amplified in 1926, and the University's School of Business Administration began. In that same year the old Mission Church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930's through World War II, the University's enrollment was relatively stable. With the return of many war veterans came an enlarged student body, new resources, and an expanded curriculum that led Santa Clara into an era of rapid growth and development. In 1947, for the first time in the University's history, enrollment broke the one-thousand mark. From the postwar period to the present, the face of the campus has been changing and expanding. In 1961 the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, 23 new buildings have been added to match the growth in enrollments. Still newer facilities — the Louis B. Mayer Theatre, Leavey Activities Center, and Cowell Student Health Center — were completed in the early seventies.

Although the student body has grown rapidly in the past decade, it has been held at a relatively small size: 3,500 undergraduates and 3,500 graduate and law students. Since 1960, the number of courses taught has more than doubled and there has been a proliferation of opportunities for individual study and work/study programs.

In 1964 the University adopted an academic plan and calendar which divides the school year into three eleven-week terms and limits the number of courses a student may take to three or four in each quarter period.

As an independent, tuition and gift supported University, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, the University of Santa Clara, the first institution to offer classes in higher learning on the West Coast, continues its Mission heritage of service by assisting its students to equip themselves with the best of humanistic values and knowledge. Academic excellence in a well balanced human being is the University's goal.

*THE UNIVERSITY'S LEGAL NAME IS: *The President and Board of Trustees of Santa Clara College* to which should be added, *a Corporation, located at Santa Clara, California*. For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c) (3) (ii) tax-exempt organization and it is not classified as a private foundation under section 509 (a) of the IRS code.



THE SETTING

The Santa Clara Valley

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay in an area that is rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one hour's travel by bus, train or car. In the opposite direction, about thirty minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than two-hours' drive from the campus is world-famous Monterey Peninsula and Carmel.

The University is accessible by major airlines via San Jose Municipal Airport, just three miles away, and via San Francisco and Oakland International Airports.

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4° and the average minimum 41.6° . The sun shines an average of 293 days a year and the average annual rainfall is about 15 inches.

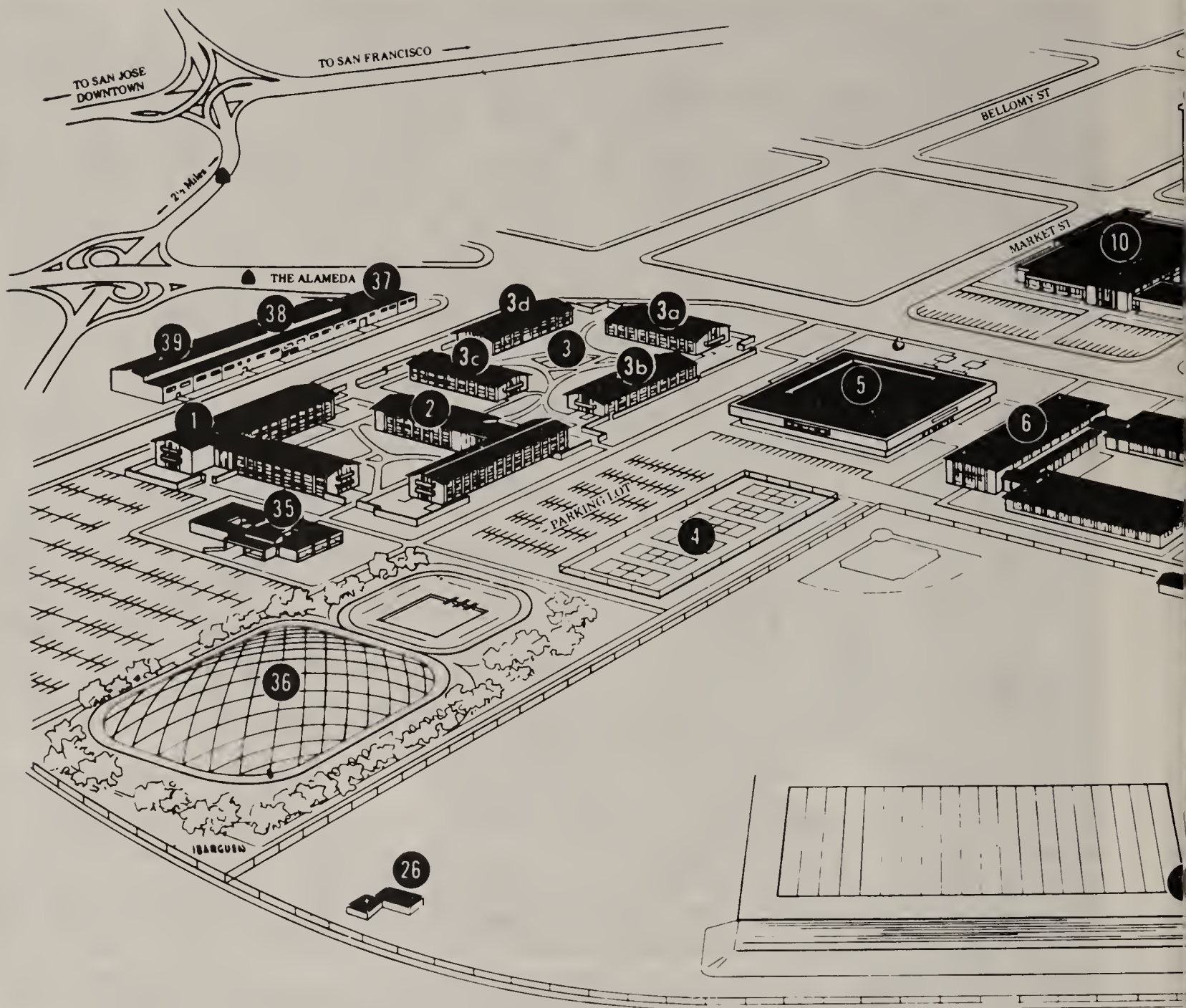
A STATEMENT OF PURPOSE

Inspired by the love of God through human service and the desire to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, the University of Santa Clara declares its purpose to be the education of the human person in the context of its Catholic and Jesuit tradition.

The University is thus dedicated to:

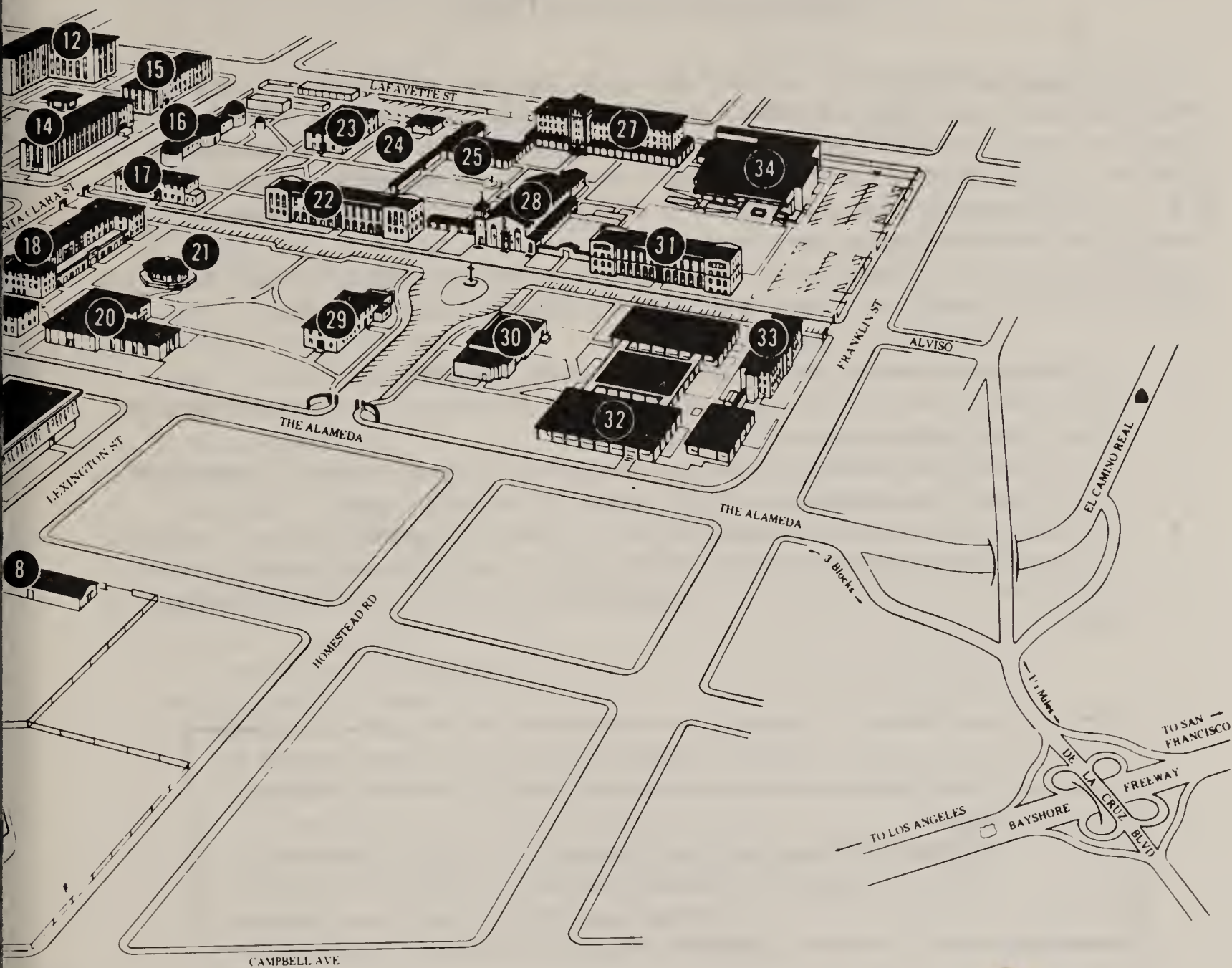
- the continuing development of a community of highly qualified scholars, teachers, students and administrators committed to an uncompromising standard of academic excellence;
- providing an education that, in its emphasis on undergraduate education and in its pursuit of selected high quality graduate and professional programs consonant with such an education, stresses the development of moral as well as intellectual values, an education of the whole person, an education constantly seeking to answer not only “what is” but “what should be”;
- the continuing development of an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious commitment, yet a community that is enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing of any kind, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;
- offering an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to develop fully as persons, but also to demonstrate the unity of all forms of knowledge and to enable students to assume roles of leadership in the modern world;
- encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods — courses and methods that stimulate not only the acquisition of knowledge but the creative use of knowledge;
- the continuing development of an academic community in which students, teachers and administrators dedicated to academic freedom and united in the search for truth are actively involved in formulating and implementing the University’s policies.

Board of Trustees
University of Santa Clara
January 22, 1975



UNIVERSITY OF SANTA CLARA C

- | | |
|--------------------------------|-----------------------------------|
| ① Sanfilippo Residence Hall | ⑩ Benson Memorial Center |
| ② Campisi Residence Hall | ⑪ Benjamin Swig Residence Hall |
| ③ Graham Residence Center | ⑫ Dunne Residence Hall |
| ① Strub Hall ③ Hancock Hall | ⑬ John Kennedy Mall |
| ② Swig Hall ④ O'Neill Hall | ⑭ McLaughlin Residence Hall |
| ④ Campus Tennis Courts | ⑮ Walsh Residence Hall |
| ⑤ Michel Orradre Library | ⑯ Ricard Memorial Observatory |
| ⑥ Sullivan Engineering Center | ⑰ Donohoe Alumni House |
| ⑦ Bannan Classroom Building | ⑱ Kenna Hall - School of Business |
| ⑧ Field House | ⑲ Bergin Hall - School of Law |
| ⑨ Buck Shaw Stadium | |



CAMPUS

- | | |
|---------------------------------------|------------------------------------|
| 20 Heafey Law Library | 30 De Saisset Art Gallery & Museum |
| 21 Staff Lounge | 31 O'Connor Hall |
| 22 St. Joseph's Hall | 32 Daly Science Center |
| 23 Varsi Hall, Admissions/Development | 33 Alumni Science Hall |
| 24 Restrooms | 34 Mayer Theatre |
| 25 Adobe Lodge - Faculty Club | 35 Cowell Student Health Center |
| 26 Univ. Day Care Center | 36 Leavey Activities Center |
| 27 Nobili Hall — Jesuit Residence | 37 Fine Arts Building |
| 28 Mission Santa Clara | 38 Dance Building |
| 29 Walsh Administration Building | 39 Music Building |

THE GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION

The Graduate School of Business and Administration was established in 1958. It was among the first 31 graduate programs in the United States to earn full accreditation by the American Assembly of Collegiate Schools of Business in 1961. The Graduate School of Business and Administration offers programs leading to the following degrees: M.B.A., M.B.A. (Agribusiness), and J.D.-M.B.A. It also offers a host of nondegree programs through the Executive Development Center.

While each program offered by the Graduate School serves a different clientele and has different specific objectives, all programs share the following general focus:

1. multidisciplinary emphasis as opposed to narrow specialization
2. a focus on issues most commonly addressed at policy-making organizational levels rather than at supervisory or technical levels
3. an orientation toward administration in the generic sense in contrast to one which is bound to a single institutional, organizational, or industrial type
4. a perspective toward decision-making which seeks to accomplish not only technical and organizational goals but those which make for an improved human condition
5. a vision of the administrator as a professional who has high personal standards of conduct

"The curriculum lays a solid foundation for long-term career growth by providing skills and experience in all aspects of business-related decision-making."

Arthur F. Kluge, B.A. Park College, M.S., Ph.D., University of Massachusetts, MBA (1977) Santa Clara, Principal Scientist, Syntex Corporation, Palo Alto, California

THE M.B.A. PROGRAM

The M.B.A. Program is designed to prepare men and women to deal effectively with the demands and challenges of executive life. Since its inception in 1958, over 4,000 persons have graduated from the Program, most of whom have risen to responsible positions in business, government, and nonprofit organizations.

The M.B.A. Program is not designed to be "all things to all people." It is a carefully constructed and integrated sequence of learning opportunities tailored to those who aspire to positions of organizational leadership and responsibility.

THE M.B.A. PROGRAM IS:

- An educational program which results in a master's degree
- A program which offers many options regarding courses schedules, and instructors
- Designed for full-time and part-time students
- Based on the assumption that students are adult learners with, in most instances, much to offer from their own experience to class discussions
- A program which requires admission and a bachelor's degree in any discipline to take courses with other graduate students
- A program which often requires accommodation with the demands of work and family life

THE M.B.A. PROGRAM IS NOT:

- A training program which results in a credential
- A lock-step program which allows little choice or discretion
- Designed exclusively for working students
- Based on the assumption that students are passive receivers of information with little to offer from their own experience to class discussions
- A program which requires admission and a bachelor's degree in business administration to take courses with other graduate students
- A program which requires little work except during hours otherwise spent in leisure

"I embarked on my MBA coincident with a career change from an Aeronautical Engineer to computer systems marketing. My career has now further turned to finance and general management. I consider all of these moves to be quite positive and I truly believe that none of these advancements would have been achievable had I not completed my MBA."

Edward F. Thompson, B.S., Illinois MBA (1968) , Santa Clara,
Treasurer, Amdahl Corporation, Sunnyvale, California

THE M.B.A. CURRICULUM

To earn an M.B.A. from the Graduate School of Business Administration, a student must complete 14 to 23 courses, depending on his or her prior academic work. The curriculum is comprised of six categories of courses: Remedial Courses, Tool Courses, Functional Area Courses, Core Courses, Elective Courses, and a Capstone Course. The table on page 18 summarizes the curriculum.

Remedial Courses

Individuals admitted to the M.B.A. Program are generally at one of three levels of proficiency: Calculus Proficiency, College Algebra Proficiency, or SubCollege Algebra Proficiency. Upon admission, a student's background is assessed by the M.B.A. Petitions Committee to determine his or her level of proficiency, and the student is informed of this assessment with the receipt of the acceptance letter. This assessment may be challenged by the student by taking the Mathematics Leveling Examination administered before the beginning of each term.

Students who are determined to have calculus proficiency may waive the remedial course (71.293 Mathematical Analysis) without replacement. Students with college algebra proficiency, as determined by the Committee or Leveling Examination are required to take the remedial course. Those who are determined to have subcollege algebra proficiency will be given two quarters in which to become proficient in that subject, or they will be disqualified from the M.B.A. Program. They can earn proficiency by completing, with a grade of B or better, an acceptable course at another university or junior college or by passing the college algebra portion of the Mathematics Leveling Examination. Once a student who was initially judged to have subcollege algebra proficiency becomes proficient in college algebra as determined by the method outlined above, he or she will be required to complete the remedial course.

"I have been working with other MBAs from nationally ranked programs for several years now. Happily, I have found my Santa Clara MBA prepared me equally well for the challenges of a management career in a Fortune 100 company."

Karla K. Taylor, B.S., Purdue, MBA (1974), Santa Clara,
Manager, Business Analysis, FMC Corporation,
Santa Clara, California

Tool Courses

Eight Tool Courses are required to assure that students have the cognitive skills to benefit from other courses in the curriculum. Since 70.216, 71.200, and 71.201 are prerequisites to Functional Area Courses, students should plan to enroll in these courses as early as possible. In addition, since a knowledge of microeconomics is fundamental to an understanding of business administration, students are encouraged to complete 13.231 in their first few terms.

"My basic engineering training did not qualify me to prepare budgets, cash flow statements, or deal with bankers. My courses at Santa Clara helped me to build an idea into my multi-million dollar business."

Jess Kanarek, BEE, Brooklyn Polytechnic Institute, MBA (1972),
Santa Clara, President, WESCORP/DAL Industries, Inc.,
Mountain View, California.

All of the Tool Courses may be waived without replacement by those students with equivalent academic work. Again, equivalency is determined through an assessment by the M.B.A. Petitions Committee at the time of acceptance. This assessment may be challenged by taking a Leveling Examination in the relevant area, administered before the beginning of each term. A student may repeat any one Leveling Examination only once. In addition, once accepted to begin courses in a particular term, a student may not enroll at another university or junior college in order to gain proficiency in the areas of the Tool Courses without prior permission of the M.B.A. Petitions Committee.

Functional Area Courses

Three Functional Area Courses are required. Students with academic backgrounds judged by the M.B.A. Petitions Committee to be equivalent to any one or more of the Functional Area Courses will be permitted to substitute other courses for the Functional Area Courses.

"The Program is thorough, current, and technically excellent. It has been a very important factor in reaching my career goals. I have obtained the academic background required to advance quickly through the financial management ranks."

Thomas Archer, B.S.C., M.B.A. (1976), Santa Clara, Chief Financial Officer, Senior Vice President, M.B. Associates, San Ramon, California.



THE M.B.A. CURRICULUM

Course Category	Course Number	Course Title	Units	Prerequisites	Waiveable	
					Without Substitution	With Substitution
Remedial	71.293	Mathematical Analysis	3	College Algebra Proficiency	x	
Tool	13.231	Economic Analysis of the Firm	3	71.293	x	
	70.216	Financial Accounting	4		x	
	70.217	Managerial Accounting	3	70.216	x	
	71.200	Statistical Methods	4	71.293	x	
	71.201	Decision Science	3	71.293 & 71.200 or concurrent enrollment	x	
	71.294*	Computer Laboratory	1		x	
	73.260	Organization and Management	3		x	
	73.265	Social, Legal, Political Environment	3		x	
Functional Area	71.208	Production Management	3	71.200 & 71.201		x
	72.280	Marketing Management I	3	71.200 & 70.216		x
	74.245	Financial Management I	3	71.200 & 70.216		x
Core	13.232	Analysis of Business Conditions I	3			x
	71.207	Management Information Systems	3	71.294		x
	Any one of the following two:					
	72.282	Marketing Management II	3	72.280		
	72.291	Industrial Marketing	3	72.280		x
	73.268	Organizational Behavior	3	73.260		x
	74.246	Financial Management II	3	74.245		x
	Any one of the following four:					
	72.278	International Marketing	3	72.280		
	73.270	International Management	3	73.268		
	74.251	Inter. Mon. & Fin. Management	3	74.245		x
	84.254	International Financial Management	3	74.245		
Electives	Any four courses offered in conjunction with the M.B.A. Program with the exception of those otherwise required or waived		12			
Capstone	73.266	Business Policies	3	71.208, 74.246, completion of the Mktg Core and in final two quarters of attendance		

*71.295 (Computer Concepts) may be taken in lieu of 71.294.

Core Courses

Six Core Courses are required. Students with academic backgrounds judged by the M.B.A. Petitions Committee to be equivalent to any one or more of the Core Courses will be permitted to substitute other M.B.A. courses for the Core Courses.

Students have some discretion in how they satisfy some of their core requirements.

Economics Core: satisfied by 13.232 Analysis of Business Conditions

Management Information Systems Core: satisfied by 71.207 Management Information Systems

Marketing Core: satisfied by 72.282 Marketing Management II or 72.291 Industrial Marketing

Management Core: satisfied by 73.268 Organizational Behavior

Finance Core: satisfied by 74.246 Financial Management II

International Business Core: satisfied by any one of the following: 72.278

International Marketing, 73.270 International Management, 74.251

International Monetary and Financial Management, or 74.254 International Financial Management

Electives

The student is required to take four electives (12 units). Any course offered in conjunction with the M.B.A. Program with the exception of those otherwise required or waived is considered an elective. A student may not register for Elective Courses until *all* of the Tool Courses have been completed or waived.

Students who have previously earned graduate credit for courses taken at universities other than the University of Santa Clara which are acceptable to the M.B.A. Petitions Committee may be granted up to six units of elective credit.

"The rapid development of an international client base in my business consulting practice was facilitated by the availability and blending of domestic and international views and issues in the MBA Program. It is a unique program which provided the tools to aggressively participate in the world-wide business community."

Edward J. Poshkus, B.S.Ch.E., University of Massachusetts
MBA (1973), Santa Clara, President, E.J. Associates, Ltd.,
Los Gatos, California

Capstone Course

A Capstone Course is required of every M.B.A. student. Most students take the Business Policies (73.266) as their Capstone Course.

"The Business Policies course was the most valuable one that I took at Santa Clara. It not only tied the curriculum together, but more important simulated real life business situations in small group projects and interaction."

Ed Caristone, B.S.E.E., Northwestern University, MBA (1977),
Santa Clara, President, Television Associates, Inc.,
Mountain View, California.

Field of Specialization

The M.B.A. degree is a general degree. It is not intended for the student who desires to specialize in one aspect of business administration at the expense of others. However,

students do have considerable latitude in building some degree of specialization in their choice of Elective Courses and by exercising permissible choices within the core. A desire for specialization is only one of the motives which governs these choices, and the M.B.A. degree is in no way restricted to those who complete a particular set of electives.

The following advice is offered to those who wish to specialize in the offerings of one academic department.

Professional Accounting. It is not possible for a student to complete all the accounting within the requirement of four elective courses. However, students who desire professional preparation may opt to take more than four electives as long as they complete the other requirements for the M.B.A. degree. Individuals who have a major in undergraduate accounting are thus advised to take the following sequence of courses: 70.219, 70.220, 70.221, 70.224, 70.225, 70.226, and 70.232 once they have completed their Tool Courses. Those who do not have an undergraduate major in accounting may prepare themselves for a professional career by taking the following sequence of courses after they have completed their Tool Courses: 70.218, 70.219, 70.220, 70.221, 70.223, 70.224, 70.225, 70.226, 70.231, and 70.232. Students wanting to specialize in professional accounting are encouraged to contact the Chair of the Accounting Department upon admission.

"The Santa Clara MBA Program provided me with the necessary skills to make the transition from a teaching career to one in public accounting."

Kerry Loricz, B.A., Creighton, MBA (1977) Santa Clara, Accountant, Lautze and Lautze Accounting Corporation, San Jose, California.

Economics. Students wishing to specialize in Economics may choose to take their electives in this department.

Finance. Those interested in the area of Finance are advised to elect either 74.251 or 74.254 to satisfy their International Business Core requirement as well as choosing elective courses in the Finance area.

Management. Students who want to specialize in Management may do so through their choice of electives and by opting to take 73.270 to satisfy their International Business Core requirement.

Marketing. Specialization in Marketing can be attained by selecting 72.278 to satisfy the International Business Core requirement and by choosing electives offered through the Department of Marketing.

Quantitative Methods. Students interested in specializing in Quantitative Methods may do so through their choice of electives in that department.

"On numerous occasions visiting Professors from one of the country's most prestigious business schools commented that they had never been so challenged by students as they were at Santa Clara."

Judith A. Rhodes, B.A., Smith College, MBA (1978), Santa Clara, Marketing Manager, Mayfield Publishing Company, Palo Alto, California.

STUDENTS IN THE M.B.A. PROGRAM

Current students in the M.B.A. program represent a degree of experience, academic aptitude, and diversity unexcelled in graduate business programs throughout the world.

Profile of the Student Body

Undergraduate Major: 15 % Humanities, 31 % Social Science, 11 % Natural Science, 25 % Engineering, 18 % Business

Degrees Held at Entry: 70 % Bachelor's degree, 28 % Master's Degree, 2 % Doctor's degree

Years of Full-Time Experience at Entry: 12 % None, 35 % 1-3 Years, 30 % 4-6 Years, 13 % 7-10 Years, 10 % 11 Years

61% Men, 39% Women: Incoming students reflect wide diversity in their educational backgrounds and points of geographic origin. Current M.B.A. students come from over 400 different undergraduate institutions. A sample of the college and universities represented in the current student body appears below.



Air Force Academy
 Amherst College
 Barnard College
 Boston College
 California Polytechnic University
 Carleton College
 Carnegie Mellon University
 Claremont Men's College
 College of the Holy Cross
 College of William and Mary
 Colorado College
 Columbia University
 Cornell University
 Dartmouth College
 Duke University
 Georgetown University
 Georgia Institute of Technology
 Gonzaga University
 Harvard College
 Hunter College
 Illinois Institute of Technology
 Indiana University
 Lewis and Clark College
 Loyola Marymount University
 Marquette University
 Massachusetts Institute of Technology
 Michigan State University
 Mills College
 New York University
 Northwestern University
 Notre Dame University
 Oberlin College
 Occidental College
 Ohio State University
 Oregon State University
 Pennsylvania State University
 Pomona College
 Princeton University
 Purdue University
 Reed College
 Rice University
 Rutgers University
 Saint Louis University
 San Deigo State University
 San Jose State University
 Seattle University
 Smith College
 Southern Methodist University
 Stanford University
 State University of New York, Buffalo

Notre Dame University
 Oberlin College
 Occidental College
 Ohio State University
 Tulane University
 United States Military Academy
 United States Naval Academy
 University of Arizona
 University of British Columbia
 University of California, Berkeley
 University of California, Davis
 University of California, Los Angeles
 University of California, Santa Barbara
 University of California, Santa Cruz
 University of Chicago
 University of Florida
 University of Illinois
 University of Iowa
 University of Kansas
 University of Maryland
 University of Michigan
 University of Minnesota
 University of Missouri
 University of Nebraska
 University of Nevada
 University of North Carolina
 University of Oregon
 University of Pennsylvania
 University of Pittsburgh
 University of Portland
 University of San Francisco
 University of Santa Clara
 University of Southern California
 University of Texas
 University of Toronto
 University of Utah
 University of Virginia
 University of Washington
 University of Wisconsin
 Vanderbilt University
 Vassar College
 Wabash College
 Washington University
 Washington State University
 Wellesley College
 Whittier College
 Williamette University
 Williams College
 Yale University

A VITAL DECISION: PART-TIME OR FULL-TIME

The M.B.A. Program can accommodate both full-time and part-time students. They attend classes together, and the degree and course requirements are the same for both groups. This melding of students of varying outside commitments facilitates the learning environment. Part-time students bring on-the-job experiences to the classroom. Full-time students often bring a unique frame of reference to class discussions since they are taking a greater number of classes at any one time.

The decision of whether to pursue the degree full-time or part-time is a complex one. Full-time students generally take an average of four-plus courses per term, and can finish their degree requirements in five terms or less, depending on their previous backgrounds. Part-time students take an average of two courses per term and are generally able to complete the degree requirements in less than three years. Besides that advantage for full-timers, there is a real value in taking a sabbatical from one's job to pursue an M.B.A. full-time. Being away from the day-to-day job demands makes an ideal learning atmosphere. This is not always possible, of course. Some individuals with family responsibilities or already on a fast-track career pattern cannot practically break away. As a result, Santa Clara's M.B.A. Program is organized to provide part-time students with a convenient way to gain their M.B.A. Most classes are scheduled in the late afternoon or evening. And the Graduate School of Business and Administration makes a continuing effort to encourage local firms to sponsor student employees through tuition reimbursement plans.

"Working on an MBA and working full-time was difficult. I had set a personal goal of a 3.5 G.P.A., which required increased study time. However, much of what I was learning in the classroom has immediate applicability on this job, and this kept the incentive level up."

Jim Martin, B.A., G.S.T.C., M.B.A. (1975), Santa Clara, Military
Aerospace Marketing Manager, National Semiconductor,
Santa Clara, California

ADMISSION TO THE M.B.A. PROGRAM

Requirements

A student with a bachelor's degree from an accredited college or university is eligible to apply to the M.B.A. Program. No previous courses in business are required. Applicants must take the Graduate Management Admissions Test (GMAT) given by the Educational Testing Service (ETS). Applicants who have not graduated from universities in English-speaking countries must also take the Test of English as a Foreign Language (TOEFL), also administered by the ETS. Information about both the GMAT and TOEFL is available from the ETS, Box 966, Princeton, New Jersey, 08540.

Nondiscrimination Policy

The University of Santa Clara admits students of any race, religion, sex, color, handicap, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at the school. It does not discriminate on the basis of race, color, religion, sex, handicap, national and/or ethnic origin in administration of its educational policies, admissions policies, scholarships and loan programs, and athletic and other school-administered programs. Additional information and copies of the Grievance Procedures are available in the Office of Student Services and/or the Personnel Department.



The Admission Decision

The following criteria are used by the M.B.A. Admissions Committee:

1. academic aptitude for graduate work in Business Administration
2. demonstrated leadership potential
3. motivation and ability to accommodate the rigors of the Program, given one's other commitments and responsibilities

Admissions Documents

An applicant will not be considered for admission until all of the following are on file at the Graduate School of Business and Administration:

1. two copies of a completed and signed application form
2. two copies of an official transcript for every college and university attended
3. two recommendation forms completed by different persons
4. a nonrefundable application fee of \$25
5. GMAT score
6. TOEFL score, if required (See Requirements above)

Application packages including appropriate forms and application procedures may be obtained by writing to:

M.B.A. Admissions Committee
Graduate School of Business Administration
University of Santa Clara
Santa Clara, California 95053

"Santa Clara's MBA Program is probably the best available in the U.S. for part-timers. I think the work-learn atmosphere is excellent for a good education."

Howard Z. Bogert, B.S., Stanford, M.S. Maryland, MBA
(1978), Santa Clara, Director of Technology, Data Quest Corp.
Santa Clara, California.

"Completing the MBA Program while holding down a full-time management position proved to be a very demanding endeavor. However, in hindsight, because of the knowledge I gained and the new opportunities that were opened up to me, I believe the effort was worth it. As an additional bonus, the experience also helped me to strengthen my self-discipline, an attribute which continues to benefit my career."

Richard W. Dias, BSIE, San Jose State, MBA (1977), Santa Clara, Manufacturing Manager Spectra Physics, Inc.
Mountain View, California

Admissions Deadlines

Admissions decisions are made on a rolling basis. Applicants may be admitted to begin in the fall, winter, or spring quarters, or for the summer session. The complete application package should be on file with the Program **at least ten weeks** prior to the date of registration for the student to be assured of a place in the desired class.

Procedures for Application

1. Submit application form in duplicate. While application forms, GMAT score and transcripts must be on file with the Graduate School of Business at least ten weeks prior to the date of registration, the M.B.A. Admissions Committee may change this date whenever the quota for a given quarter is filled. Before an application can be evaluated, all transcripts of college credit and GMAT scores must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended and have two transcripts sent directly to the University of Santa Clara. All colleges and universities attended *must* be listed on the application.

2. Enclose a \$25.00 application fee. Checks are to be made payable to the University of Santa Clara.

3. Two recommendations are required. Forms to be used for this purpose will be available in the application packet. These should be completed by those who can comment on your academic and/or career performance and potential.

4. All candidates for admission must take the Graduate Management Admission Test given by the Educational Testing Service and have official score reports sent to the Graduate School of Business. GMAT applications are available at the Graduate School of Business Office and University of Santa Clara Academic Resource Center.

5. TOEFL scores for foreign applicants should be sent directly to the Graduate School of Business.

Applications, Test scores, and transcripts should be addressed to:

M.B.A. Admissions Committee
Graduate School of Business and Administration
University of Santa Clara
Santa Clara, California 95053

All credentials and transcripts which are submitted become the property of the University.



"Being in a technical business, my technical undergraduate background was sufficient for me to perform satisfactorily in my early assignments. As my responsibilities increase, I found other skills needed to be developed. The Program helped me develop those skills so I could make more of a contribution at higher levels of management."

Douglas Carnahan, B.S.E.E., San Jose State, MBA (1972) Santa Clara, Manufacturing Manager, Hewlett-Packard, Boise, Idaho

OTHER ACADEMIC INFORMATION

Two Committees are authorized to administer the regulations of the Program:

Admissions Committee — makes admissions decisions including admissions, reconsideration, leaves of absence, and readmittance.

Petitions Committee — determines equivalency of prior academic work, decides cases regarding academic standing, responds to petitions regarding policy interpretation, determines the number and type of courses required for graduation.

A student requesting a ruling must submit a written petition to the Admissions or Petitions Committee.

Determination of Regulations

The Dean is directly responsible for all regulations associated with the M.B.A. Program. The Dean is advised by the Policy Committee regarding changes in these regulations. The Admissions or Petitions Committee may recommend that the Policy Committee review a particular regulation and make a recommendation to the Dean for modification.

Regulations Administered by the Admissions Committee

Reconsideration of an Admission Decision. Applicants who are denied admission by the Admissions Committee may request that this decision be reconsidered. This request must be accompanied by a \$20 fee and should include additional information which the applicant believes relevant to the reconsideration process. This fee will be returned to the candidate if the original decision was a result of a miscalculation or error regarding the information at the Committee's disposal when the original decision was made.

Deferring Admission to a Later Term. Candidates admitted to the M.B.A. Program may request permission to defer their admission to a subsequent term. These deferments are granted only if there is space available in the class, if the candidate's record merits the deferment, and if the student notifies the Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two terms beyond that for which they were originally accepted. Otherwise, they must formally reapply. Individuals granted a deferment must agree not to enroll at any other college or university unless it is to attain college algebra proficiency.

Admission on Probationary Status. Some applicants are accepted into the Program on probation. The terms of this probation are outlined in the acceptance letter.

Leaves of Absence. A leave of absence will be granted only for a specified period of time and normally not beyond one year. When a student plans to return from a leave of absence, it is necessary to give notice to the Admissions Committee on written petition ten weeks prior to date of registration.

Readmittance. Any student who does not register during a regular quarter of the academic year (summer session excluded) will be placed on the inactive list unless he or she is given a leave of absence. When a student is placed on the inactive list, it is necessary that a Graduate Application Form and application fee be submitted and the student will be considered for readmission on the same basis as a new applying student. The applicant will also be required to fulfill any additional requirements which the faculty may adopt during the interim period between registrations.

A student who is on a leave of absence or has been placed on the inactive list must also state whether or not any other school(s) has been attended since withdrawing from the University of Santa Clara. If the student has attended another school, all transcripts must be sent to the M.B.A. Admissions Committee, Graduate School of Business and Administration, University of Santa Clara, Santa Clara, California, 95053. All course work taken in the interim must be satisfactorily completed and the student must be in good standing in order to be considered for readmission.

Contingent Acceptance. Under some circumstances, the M.B.A. Admissions Committee may accept a candidate contingent upon the receipt of additional information. The acceptance is cancelled if the candidate does not submit the information before the conclusion of the late registration period in the term accepted.

"I earned my MBA at Santa Clara for two reasons: to enhance my technical background with basic business skills and to change the direction of my career. Since completing the Program, I have move from a position with one company as a highly technical computer system software specialist to a position with a new company on a small team which has the responsibility for preparing the corporate budget."

Stephen S. Jones, A.B., University of California — Berkeley,
M.S., Northwestern Univ., MBA (1977), Santa Clara Financial
Analyst, Advanced Micro Devices, Sunnyvale, California.

Regulations Administered by the Petitions Committee

Academic Standing. To qualify for the M.B.A. degree, a student must maintain an overall grade point average of 2.25 in all work taken in the Graduate School of Business and Administration. A "C" grade is considered a minimum passing grade in each course. A "D" or "F" grade is considered a failing grade, and the units will not be counted toward graduation requirements.

If, at any time, a student's cumulative grade point average falls below 2.25, the student will be placed on probation. Once placed on probation in this manner, a student must raise his or her cumulative grade point average to the 2.25 level in the next term of attendance. Otherwise, he or she will be disqualified from the M.B.A. program.

Residency Requirement. The maximum amount of time a student may remain in the M.B.A. Program without completing the degree requirements is six years, including leaves of absence.

Withdrawals. Students may withdraw from courses prior to two weeks before the date on which the final examinations begin. Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition for that course. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition for that course. No refunds of tuition will be made after that time.

When a student withdraws from the University or from a course, a Withdrawal form must be submitted to the Administrative Office of the Graduate School of Business and Administration. This cannot be done by mail or by telephone, but must be done in person.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Office of Student Accounts. Students on deferments or National Direct Student Loans must also clear their financial obligations with the Office of Credit and Collections.

Incompletes. A student's work may be reported incomplete if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter (not including the Summer Session) whether or not the student is registered during that quarter.

Concurrent Enrollment. A student in the M.B.A. Program will not be allowed concurrent enrollment in the University of Santa Clara's other academic programs or at any other university with two exceptions: the J.D./M.B.A. combined program and in order to obtain college algebra proficiency. This includes the Summer Session.

Prerequisites. Students are responsible for assuring that they have all the prerequisites before registering for a course requiring same. Students registering for courses without the necessary prerequisites at the time of registration will receive no credit or waiver for the course completed, regardless of their grade, and will be granted no tuition refund.

Prerequisites for any course are listed in the appropriate course descriptions in this bulletin with the exception of courses taken as electives, which require completion of all of the Tool Courses as a prerequisite.

Course Waivers Based on Prior Work. After the Admissions Committee has admitted a candidate to the M.B.A. Program, his or her transcripts and other records are submitted by the Admissions Committee to the Petitions Committee for determination of the courses required for the Degree. The Petitions Committee makes an assessment of the candidate's previous academic record and informs the candidate of the evaluation in the acceptance letter. The equivalency rules used in this and all subsequent evaluations are abbreviated in the Table on pages 31. This initial evaluation may be challenged by the student through a written petition providing documentation (e.g., course syllabi, catalogs, lists of required texts, etc.) .

Students who fail to obtain their desired waivers of the Remedial and Tool courses after submission of this written petition may still accomplish the waiver by passing the appropriate Leveling Examination. Leveling Examinations are administered before the beginning of each term, and the student may take any one Leveling Examination a maximum of two times. Leveling Examinations will not be administered to a student after the beginning of the student's third term in residence. No make-up exams are given for the Leveling Examinations.

The initial evaluation of the equivalence of an incoming student's background in the Functional Area Courses, Core Courses, and Elective Courses may also be challenged by written petition. However, all such petitions must be filed no later than five weeks before the beginning of the student's third term in residence. Accordingly, by the beginning of the student's third term in residence, the student will have an approved program of study which will not be altered through any proof of the equivalency of the student's prior work. The decisions of the Petitions Committee are final at that time, and no further petitions regarding equivalency and no further Leveling Examinations results will be considered after that time.

Graduate Credit. In general, graduate credit will be granted for the Remedial and Tool Courses on the basis of the equivalence between the graduate courses completed and the Remedial or Tool Course (s) involved. There is no maximum number of Remedial and Tool Courses which may be waived by graduate course equivalencies.

The maximum number of graduate credits allowed for Functional Area Courses, Core Courses, and/or Elective Courses is six quarter units. As a general rule, graduate credit toward these 14 courses will be granted only if the graduate course:

1. was open to graduate students only,
2. was taken by the student as a regularly matriculated graduate student,
3. was completed by the student with the equivalent of a "B" or better,
4. carries graduate credit, *and*
5. is considered by the Petitions Committee to be functionally equivalent to a course or combination of courses offered through the University of Santa Clara's M.B.A. Program, and
6. was completed within six years of entrance to the M.B.A. Program.



"I am involved in all aspect of costing a variety of data processing products. This involvement ranges from understanding burden rates to make versus buy decisions to price elasticity studies. My ability to understand and make decisions on these various issues has been immeasurably improved through my MBA experiences. From accounting to marketing to management, I find the skills obtained from the various classes to be beneficial in every facet of my job."

Thomas J. Clarke, BSME, University of Washington, MBA (1975)
Santa Clara, Manager of Cost Engineering, IBM Corporation,
San Jose, California.



William J. Rewak, S.J., President

EQUIVALENCY RULES

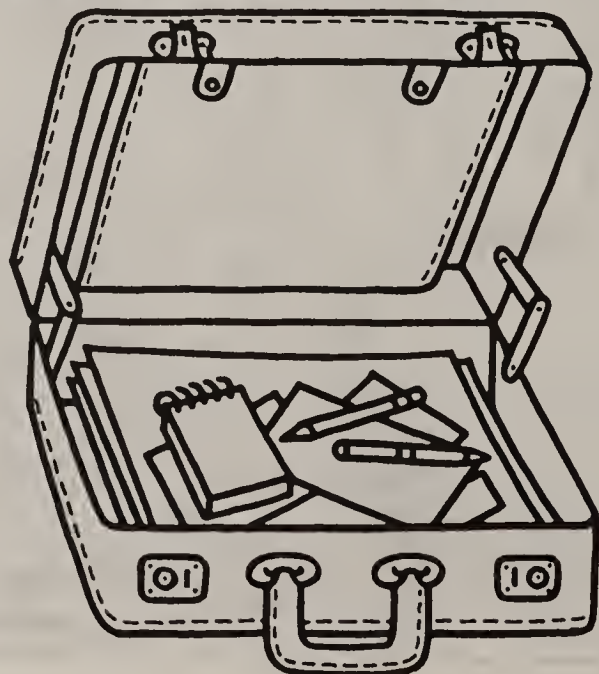
COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS AN EQUIVALENT OF:	THEN THE STUDENT MAY:
Prerequisite to 71.293	College Algebra Proficiency	3 or more quarter units in College Algebra* or passes the appropriate portion of the Mathematics Leveling Examination	enroll in 71.293
Remedial	71.293 Mathematical Analysis	3 or more quarter units in a course with substantive coverage of both differential and integral calculus* or passes the appropriate portion of the Mathematics Leveling Examination	waive 71.293
Tool	13.231 Economic Analysis of the Firm	completed substantial work in microeconomics with substantive coverage of the topics in 133.231 or passes the Microeconomics Leveling Examination.	waive 13.231
	70.216 Financial Accounting	completed the full sequence of Accounting* (minimum 6 quarter units) or passes the Financial Accounting Leveling Examination	waive 70.216
	70.217 Managerial Accounting	completed one course in Managerial Accounting* and one course in Cost Accounting* (minimum of 6 quarter units beyond Principles course(s) or passes the Managerial Accounting Leveling Examination	waive 70.217
	71.200 Statistical Methods	completed two courses (minimum of 6 quarter units)* in Statistics with substantive coverage of Inferential statistics, regression, and ANOVA or passes the Statistical Methods Leveling Examination	waive 71.200
	71.201 Decision Science	completed one course in Management Science* (minimum of 3 quarter units) with substantive coverage of the same topics in 71.201 or passes the Decision Science Leveling Examination	waive 71.201
	71.294 Computer Laboratory	completed one course* (minimum of 3 quarter units) in a computer language considered equivalent to Dartmouth BASIC or passes the Computer Laboratory Leveling Examination	waive 71.294
	73.260 Organization and Management	completed one course* (minimum of 3 quarter units) with substantive coverage of Organization Theory or passes the Management Leveling Examination	waive 73.260
	73.265 Legal, Social, Political Environment	a degree in Business Administration from an AACSB accredited undergraduate program or one course* (minimum of 3 quarter units) in the Legal, Social, Political Environment of Business (a course or courses in Business Law is not acceptable), or passes the Leveling Examination	waive 73.265



EQUIVALENCY RULES (con't.)

		IF THE STUDENT HAS AN EQUIVALENT OF:	THEN THE STUDENT IS REQUIRED TO:
Functional Area	71.208 Production Management	two courses in Production Management* (minimum of 6 quarter units)	substitute an advanced Quantitative Methods course for 71.208
	72.280 Marketing Management	two courses in Marketing Management* (minimum of 6 quarter units)	substitute an advanced Marketing course for 72.280
	74.245 Financial Management	two courses in Financial Management* (minimum of 6 quarter units)	substitute an advanced Finance course for 72.245
Core	Economics Core	one course in upper division Macroeconomics* (minimum of 3 quarter units). A Principles of Macroeconomics course is not equivalent.	substitute an substitute an course for 13.232
	M.I.S. Core	undergraduate degree with a major in MIS or computer science with a g.p.a. in major of 3.0/4.0	substitute an elective for 71.207
	Marketing Core	undergraduate degree from an AACSB accredited program with a major in Marketing with a g.p.a. of 3.0/4.0 in major	substitute an advanced Marketing course (not including 72.282 or 72.291) for Marketing Core
	Management Core	undergraduate degree from an AACSB accredited program with a major in Management with a g.p.a. of 3.0/4.0 in major	substitute an advanced Management course for 73.268
	Finance Core	undergraduate degree from an AACSB accredited program with a major in Finance with a g.p.a. of 3.0/4.0 in major	substitute an advanced Finance course for 74.246
	International Business Core	undergraduate degree from an AACSB accredited program with a major in International Business with a g.p.a. of 3.0/4.0 in major	substitute an elective (not including 72.278, 73.270, 74.251, or 74.254) for the International Business Core
	Electives	graduate credit in an acceptable program equivalent to one or more graduate electives (up to a total of 6 units)	credit granted for a specific course (s) or as a free elective (up to six units)
Capstone	73.266 Business Policies	nothing is considered equivalent to the capstone course	

***A grade of B or better in all courses is required. Relevant courses must have been completed within six years prior to acceptance in the M.B.A. Program.**



"The material presented in the MBA Program contributed greatly to achieving a better understanding of the business aspects of my present position and enabling me to better interrelate various functions such as marketing planning, investment analysis, etc. into a cohesive whole."

Patrick J. Woods, B.S. New York State Maritime College, M.S., Penn State, MBA (1976), Santa Clara, Manager, Nuclear Service Sales, General Electric, San Jose, California.

Enrollment in Courses Waived. Students who enroll in courses waived from their requirements for the M.B.A. degree should do so with the understanding that:

1. they will be required to pay full tuition for the course as well as any other fees required of them to register for it;
2. the course will not be counted toward reducing required units for graduation;
3. if they receive a "D" or "F" grade in the course, they will be required to register for and successfully pass said course in order to graduate.

Program Changes. As long as a student continues in residence each quarter until completion of the degree, the student may follow all regulations of the bulletin at the time of the first registration. The student may, upon written petition to the M.B.A. Petitions Committee, receive permission to follow new requirements in a subsequent bulletin. Such a request, if granted is irreversible. In addition, combining the requirements of one bulletin with the requirements of another to form a hybrid set of requirements will not be permitted.

"The Program successfully blended the analytical skills demanded in today's business world with the sensitivities of interpersonal skills. I not only learned how to analyze the problem correctly, but how to effectively implement the decision within the organization."

Thomas Haw, IV, B.A., University of Michigan, MBA (1975), Santa Clara, Division Manager, Blake, Muffitt, and Towne Paper Company, San Francisco.



THE MBA PROGRAM IN AGRIBUSINESS

Program

The Graduate School of Business and Administration also offers an M.B.A. program in Agribusiness. The program is designed for those who are planning a career in the management of enterprises associated with agriculture.

Students who enter the program with sufficient academic background and experience may complete requirements for the M.B.A. degree in twelve months; however, the program has the flexibility for plans of study of up to eighteen months for those who have special needs.

The M.B.A. program in Agribusiness, through its emphasis on the case-study approach with a combination of practical business evaluation and planning tools, gave me excellent preparation for my job and career in Agribusiness. I find myself able to evaluate decisions for more than their short-run implications, in a clear and more complete picture, without ignoring the details and opposing sides of an issue whether it be social, financial, economic or political in its nature.

Rick Medeiros Class of '79
Ranchers Cotton Oil Fresno

Students enter the program in September and complete degree requirements in August or December of the following year, or in March of the next year. All students are required to participate in two six-week summer sessions.

Admission

To be admitted to the Agribusiness program, the student must follow the same procedures specified in the general M.B.A. program section of this Bulletin.

All applications and correspondence on admission should be directed to:

Director
Institute of Agribusiness
Graduate School of Business
University of Santa Clara
Santa Clara, California 95053
Telephone: (408) 984-4086

Curriculum

The curriculum consists of three parts: courses in the six basic areas of administration, Agribusiness courses, and electives. The electives can be chosen from a wide range of offerings in the Graduate School of Business. Emphasis early in the program tends to be on the basic courses which provide much of the background for the more advanced agribusiness courses; however, the study of Agribusiness begins in the first quarter so that each person can begin to relate the basic material to his or her own professional interest. In the latter stages of the program most of the time is devoted to agribusiness courses.

JD-MBA COMBINED DEGREE PROGRAM*

The J.D.-M.B.A. Combined Degree Program is designed to permit the student interested in obtaining both the J.D. degree and the M.B.A. degree to complete both degrees in less time than if both degrees were earned independently outside the Program. This saving can be accomplished because certain course work taken at the School of Law can be transferred for credit towards the M.B.A. degree and conversely certain course work taken at the Graduate School of Business can be transferred towards the J.D. degree. **

To participate in the J.D.-M.B.A. Program, students must first be admitted to the School of Law. During the first year of the J.D. Program, students complete applications for the M.B.A. Program, following the regular M.B.A. admissions procedures.

While enrolled in the program, the student must maintain a satisfactory grade average in each School and:

1. satisfy the academic requirements of each School, and
2. complete the number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees. (The student must further complete all courses identified as "required" courses by either School) , and
3. work out a specific individualized academic program with and approved by both the School of Law J.D.-M.B.A. Program Advisor and the Graduate School of Business J.D.-M.B.A. Program Advisor.

In connection with the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include, among others, *Business Organizations, Securities Regulations, Advanced Corporation and Labor Law* in the School of Law; *Accounting 216 and 217, Economics 231 and 232, and Finance 245 and 246* in the Graduate School of Business. However in no event shall any such individualized academic program contain i) more than 12 quarter units at the Graduate School of Business for which credit is also obtained at the School of Law, or ii) more than 8 semester units at the School of Law for which credit is also obtained at the Graduate School of Business. (3 quarter *units* at the School of Business would count as 2 semester *units* at the School of Law. Similarly, 2 semester units at the School of Law would count as 3 quarter units at the School of Business.

Under a typical schedule, the student would complete the Program and receive both degrees in 3½ or 4 years. The first year would be spent exclusively in the School of Law. Thereafter, work would be taken concurrently in the Graduate School of Business and the School of Law.

EXECUTIVE DEVELOPMENT CENTER

The Executive Development Center was established in 1957 as "The Management Center." As an adjunct of the then College of Business Administration, its original focus was to promote mid-career educational programs of various kinds — seminars, institutes, conferences, workshops — for all levels of business management. The name of the Center has been changed to reflect the emphasis of future programming.

*Students who withdraw from the J.D. program will not be granted transfer credit towards the M.B.A. degree for courses taken in the School of Law.

**No more than 2 courses taken at other accredited law schools may be accepted for holders of a J.D. degree.

The Executive Development Center now has the following specific objectives:

1. To meet the executive development program needs of the business community.
2. To design, staff, and conduct such programs, generally with limited enrollment to promote optimum personal involvement.
3. To maintain a nucleus of such programs that are inter-organizational and are designed and programmed entirely by the Center.
4. To cooperate with private and public organizations in doing the research necessary for specific programs.
5. To cooperate with public and private organizations in developing and designing special programs in particular subject-areas and at locations that might use the organization's own facilities (conjoint programs) .
6. To conduct programs which help the Center to be self-sufficient.
7. To bring the entire resources of the University to meet the needs of our clients.
8. To promote ethics in business.

Thus, in keeping with these objectives, the educational programs include seminars, conferences, institutes, colloquia, and workshops and are designed specifically to meet the needs of individuals coming from a particular level of management or administration, or are in a particular subject-area or field (accounting, marketing, etc.) . Participants come from organizations both public and private, profit and not-for-profit, large and small.

While the Center is now an adjunct of the Graduate School of Business and Administration, faculty from all parts of the University participate in Center activities.

During the academic year, the Center has proprietary programs (designed, developed, conducted, and staffed by the Center) and 10 conjoint programs (designed, developed, conducted, and/or staffed in cooperation with an outside company or other organizations) , as follows:

Proprietary:

- 3 Management Development Program
- 1 Hospital Management Program
- 2 Foremanship & Supervision
- 1 Economics Symposium
- 2 Protecting Mgmnts Right /to Manage
- 1 Practical Economics for Business Executives
- 2 Finance and Accounting Programs for Non-Financial Executives
- 2 Management Skills Programs for New Managers
- 2 Marketing for Non-Marketing Executives
- 2 Management of Research/Development/Engineering Programs
- 2 Management Skills for Women in Management
- 1 Management of Corporate Investment Property
- 2 Strategic Planning for Top Executives
- 2 Management by Objectives
- 2 Economics Update

Conjoint:

- 3 Lockheed Management Institutes
- 6 Lockheed Supervisory Institutes
- 1 Middle Management Program with the American Electronic Association

STUDENT RECORDS

The University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment). Accordingly, the University will release "directory information" to any person upon request, unless a student requests in writing that "directory information" be held private. "Directory information" is designed as:

Students' names,
Sex,
Address (campus, local, and/or permanent),
Telephone number,
Date and place of birth,
Major field of study, class, dates of attendance, degrees, and honors received,
Most recent previous educational institution attended,
Participation in officially recognized activities, including intercollegiate athletics,
Name, weight, and height of participants on intercollegiate athletic teams.



During the fall registration and the academic year in the office of the Vice President for Student Services, students may request in writing that "directory information" be held private. Once filed, the request remains in effect for the remainder of the academic year.

The following types of records are excluded from inspection by provisions of the law; namely those created or maintained by a physician, psychiatrist or psychologist in connection with the provision of treating a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded under the same provision. Third parties shall not have access to education records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Students may inspect their records at the following offices:

- Official academic records, including application forms, admissions transcripts, letters of acceptance and a student's Permanent Academic Record are on file and maintained in the Registrar's Office.
- Working academic files are also maintained by each Dean of a School or College in their respective offices.
- Records related to a student's non-academic activities are maintained in the Office of the Vice President for Student Services.
- Records relating to a student's financial status with the University are maintained in the Office of Student Financial Services.

A written statement on inspection policies, list of fees for copies and related information is available in each office containing student records. Complaints regarding academic records by students may be directed to the Dean of the College or School in which the student is enrolled.

Students having questions regarding the policy on the privacy of records should contact the University Registrar (Walsh Administration Building).

TUITION AND FEES

Application Charge	\$25.00
This charge is to be sent with each application form and is not refundable.	
Registration Fee	5.00
This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.	
Tuition, per quarter units (most classes 3 units)	115.00
Late Registration Fee.....	10.00
Diploma and Graduation Fee	30.00
Payable in quarter in which degree is granted.	
Transcript of grades (rush process) fee	7.50
Deferment Service Fee.....	10.00
Returned Check Fee	10.00
Charge Card Returned Item Fee (returned unpaid from your VISA or Mastercharge agency)	5.00
Leveling Examination Fee per examination	10.00
Application Reconsideration Charge	20.00
M.B.A. Student Association Membership Dues (Optional)	2.00

Method of Payment

Students should come prepared to pay all charges on the day of registration. Remittances should be made payable to the University of Santa Clara. Information regarding periodic statement of account or payment should be directed to the Office of Student Accounts.

Students who have unpaid bills at the University or who defer payment without signed approval are subject to dismissal from the University and as long as such payments remain unpaid, may not receive transcripts of credit nor any diploma.

There are several tuition plans administered by outside financing agencies which are available. Those who plan to avail themselves of one of these plans should request information from the Office of Student Accounts at least three months prior to registration.



Refund of Tuition

The date upon which written notification of withdrawal is received by the M.B.A. office will be the effective date upon which any refund of tuition will be determined, not the last date of attendance by the student.

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time. Appeals for special consideration should be addressed to the M.B.A. Petitions Committee and forwarded to the M.B.A. office. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

"My MBA is useful to me everyday in my job as an engineer. Engineering decisions always have business implications. I sometimes forget how much I use my MBA until I observe some other engineer without the benefit of this education making the wrong decision."

James K. Koch, BSEE, Iowa State, MSEE, Stanford, MBA (1974), Santa Clara, Manufacturing Engineering Manager
Hewlett-Packard, Palo Alto, California

FINANCIAL AIDS

The Graduate School of Business provides financial assistance in the form of scholarships and work opportunities.

Financial assistance is available to graduate business students who have strong academic records and evidence of financial need. Most grants cover partial tuition only, with the exception of the Woelffel Graduate Business Grant. This grant is awarded to a currently enrolled M.B.A. student who shows promise of significant achievement and who requires financial assistance to overcome major personal or family obstacles to continuing his/her studies.

Research assistantships and other jobs are available within the Graduate School of Business.

For all financial aid administered by the Graduate School of Business, request a financial aid information packet from the Graduate School of Business Office.

The University Office of Financial Aids administers loan programs and the College Work-Study Program.

Because grants are limited, many students find the most advantageous method of financing their education is through a loan program. Among those available are National Direct Student Loans and Guaranteed Student Loans.

It is also possible for graduate students who are residents of California to apply for a state graduate fellowship. These grants are awarded to students pursuing a recognized graduate or professional degree and who have not completed more than four quarters of full-time graduate work as of October 1. Selection is made on the basis of state manpower needs, academic performance and financial need.

Graduate business students may qualify for the College Work-Study Program on the same basis as other students at the University. Further information is available from the Office of Financial Aids.





Veterans and Veterans' Dependents Assistance

The University of Santa Clara is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans), Chapter 35 (veterans' dependents — son or daughter with parent deceased or 100% disabled; widow of any person who died in the service or died of a service connected disability, or the wife of a veteran with a 100% service-connected disability) and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The State of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office.

"Earning an M.B.A. from Santa Clara was in essence the catalyst that accelerated my career from a professional discipline to a responsible management position. The M.B.A. wasn't in itself a ticket to success; however, when coupled with hard work, has enabled me to compete favorably with other management conadidates."

Barry Weitzenberg, B.S.I.E., University of California, Berkeley,
M.B.A. (1974) , Santa Clara; Manager of Manufacturing, F.M.C.
Corporation, San Jose, California

STUDENT SERVICES

Placement Services

The Placement Services, a constituent of the University's Career Planning and Placement Center, assists the students and alumni of the Graduate School of Business with career preparation and professional placement appropriate with their academic training, employment experience, and career goals.

Throughout the year, the Office sponsors various career programs and company presentations, involving professionals from Bay Area firms and industries to speak on pertinent topics of interests: career paths; functional areas; different industries; etc. Past programs have included: Careers in Finance: Graduate MBA Insight; Careers in Banking; Hewlett-Packard Career Night.

Each year the Placement Services publishes the MBA RESUME BOOK, which is comprised of MBA students who will be graduating during the upcoming academic year. The RESUME BOOK is distributed to approximately 300 MBA employing business firms and organizations.

Workshops are conducted regularly in the areas of Resume Writing, Interviewing Techniques, and the Job Search.

Career counseling is available to students who are indecisive about their career goals, interested in changing careers, or desire to discuss their employment search strategies.

The MBA UPDATE, a weekly newsletter, is distributed to the MBA students and faculty of the Graduate School of Business. This newsletter is comprised of information originating from the Placement Services: job opportunities, special programs, workshops, and other MBA information.

Full-time/part-time, and summer employment opportunities are listed continuously with the Career Planning, Placement Center. Students in need of either temporary employment, while attending the MBA program or permanent career-oriented positions, are encouraged to pursue these opportunities.

Each year a large number of national, regional, and local companies and organizations interview on-campus for a variety of career opportunities opportunities. Students graduating in the upcoming academic year are eligible to participate in campus recruitment.

The Reference Library, located within the Career Planning and Placement Center, contains company literature and annual reports, past MBA RESUME BOOKS, job search resources and salary statistics. The Career Resource Center (208 Benson) houses extensive and current career information, directories and job search books. Both libraries are available to assist students in their career exploration and job search preparation.

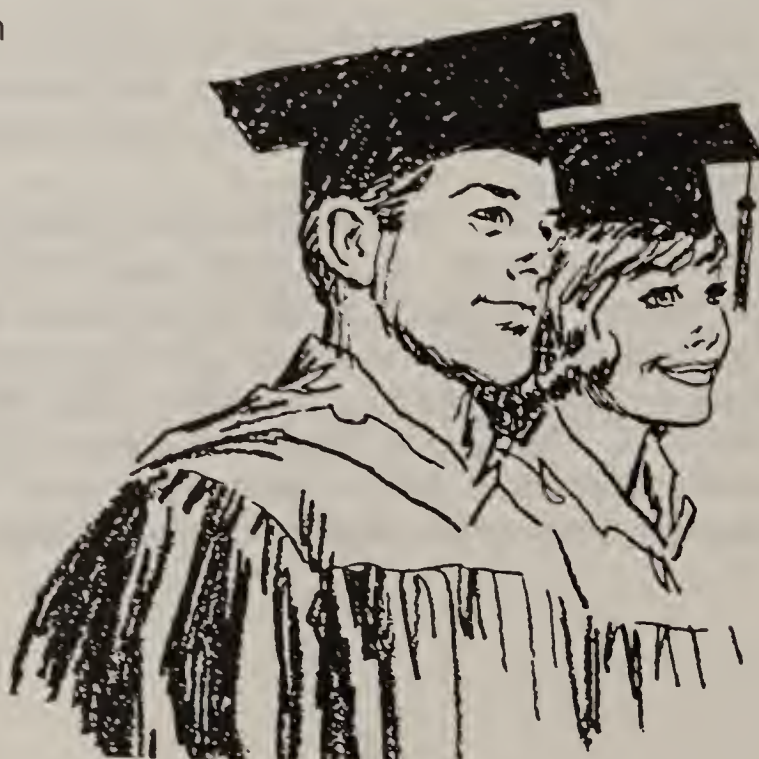
"In industrial sales management positions, one learns very quickly that you must view problems or issues from the perspective of the other party. The MBA developed my sensitivity to this frame of reference and developed my negotiation and customer relations skills."

Doug Dawson, B.S.E., Princeton, MBA (1975) Santa Clara,
Field Sales Manager, Container Corporation of America,
Santa Clara, California

COMPANIES EMPLOYING RECENT M.B.A. GRADUATES

Advanced Micro Devices
Amdahl Corporation
American Microsystems
Ampex Corporation
Applied Technology
Arthur Anderson & Company
Arthur Young & Company
Ashwill Burke
Bank of America
Burroughs Corporation
Coldwell Banker
Coopers & Lybrand
Crocker National Bank
Deloitte, Haskins & Sells
Dow Getty Corporation
Ernst & Whinney
E.S.L., Incorporated
Fairchild
F.M.C. Corporation
Ford Aerospace & Communications
Corporation
Four-Phase Systems
General Electric
Alexander Grant & Company
Gulf Oil Corporation
Hewlett-Packard
Hurdman & Cranston

I.B.M. Corporation
Intel Corporation
Kidder, Peabody & Company,
Incorporated
Laventhol & Horwath
Lockheed Corporation
Main Lafrentz & Company
Measurex Corporation
Memorex Corporation
N.C.R. Corporation
National Semiconductor
Pacific Telephone Company
Peat, Marwick, Mitchell & Company
Price Waterhouse
Raychem Corporation
Rolm Corporation
Southern Pacific Transportation
Standard Oil Company of California
Syntex Corporation
Texas Instruments
Touche Ross & Company
Varian Associates
Watkins-Johnson
Wells Fargo Bank
Western Electric Company
Xerox Corporation



MICHEL ORRADRE LIBRARY

In August 1964, the holdings of the Varsi Library were transferred to the new and spacious Michel Orradre Library, named in honor of one of the principal donors, the Orradre family.

The size of the building is 110,000 square feet of assignable space. This accommodates over 1100 seats and provides the space for 800,000 volumes. There are presently about 500,000 titles in the building.

The Library maintains an open shelf plan with special service areas grouped around the building's central core. The Library is an official depository for both California State and United States Governmental Documents.

The Library is open seven days a week for a total of 104 hours per week for the convenience and assistance of faculty, graduate, and undergraduate students.

"My MBA was a critical element in enabling me to obtain a position on the Marketing Staff of Ford Motor Company. The position, which involved developing future strategies for the Company, required an MBA."

Dick Basile, B.S.C., M.B.A. (1966), Assistant District Sales Manager, Ford Motor Company, Los Angeles, California

ATHLETIC FACILITIES

Facilities for athletic activities include the Thomas E. Leavey Activities Center, which has gained national attention for its air-supported roof, with a 4,500 seat basketball pavillion and two smaller arenas, handball courts, weight training room, indoor track, 25-meter by 25-yard swimming pool, and other facilities; centrally located tennis courts and athletic fields for football, baseball, softball, soccer, and rugby.

"When entering preliminary employment negotiation with my present boss, the first question asked, put simply was, have you finished your MBA?" Had that answer not been affirmative, I have been told that the interview would have ceased at that point."

Stephen L. Dunn, B.A., San Francisco State, MBA (1972) Santa Clara, Treasurer and Chief Financial Officer, United Centrifugal Pumps, San Jose, California

"The Placement Office deserves the highest commendation. Their work, not only for me, but what I know they did for others, was truly outstanding!"

Richard Hulsker, B.S. (Physics), B.S. (Math), Rensselaer Polytechnic Inst., M.S., Michigan State, MBA (1975), Santa Clara, Tax Manager, American Microsystems, Inc., Santa Clara, California

STUDENT HOUSING

The University maintains twelve dormitories for undergraduate students.

Dormitory accommodations are not available for graduate students. Inquiries regarding off-campus housing should be sent to: Director of Housing Services, University of Santa Clara.

"One of your MBAs is now a Senior Manager with us and has done an absolutely outstanding job over the past nine years. Two Santa Clara MBAs joined us this summer, and we plan to intensify our recruiting of Santa Clara MBAs."

Thomas H. Tebben
Arthur Anderson & Co.
San Francisco, California

STUDENT ORGANIZATIONS

BETA GAMMA SIGMA. Delta Chapter of California, is a professional business honor society to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

"Our recruiters have given Santa Clara MBAs consistently high ratings, and they have also been impressed with the administration of the Placement Office."

Gerald W. Bush
Senior Vice President
Gulf Oil Corporation
Pittsburgh, Pennsylvania

FINANCE CLUB. The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance. Membership in the student chapter provides the opportunity to participate in meetings, forums and seminars involving leaders of the business and financial communities.

"We have found Santa Clara MBAs to be well educated, easily motivated and extremely adaptable in making the transition from the academic world to the corporate world."

Donald W. Funk
Vice President
Crocker National Bank
San Francisco, California

THE M.B.A. STUDENT ASSOCIATION is an organization of students in the Graduate School of Business for the study of business problems and for the encouragement of social activities among the students of the School. Frequent lectures are given before the Association by prominent business professionals.

"Since completing my MBA, I have held the positions of Manufacturing Planning Manager, and Accounting Manager. The graduate business program at Santa Clara aided me in qualifying for and performing well in these different positions."

Konrad M. Sosnow, B.S., Drexel, MBA (1973) , Santa Clara
Accounting Manager, Chemelex Division of Raychem Corporation,
Redwood City, California.

WOMEN IN MANAGEMENT, a standing committee of the M.B.A. Student Association, is concerned with the unique problems faced by women managers. The primary activity of the group is to sponsor programs, such as speakers, panel discussions, and coffee hours. Women In Management events are open to all students.



GRADUATE COURSES

(Open to Graduate Students Only) DEPARTMENT OF ACCOUNTING

Charles F. Louie, Ph.D. *Chair*

Professors: Eldon S. Hendriksen, Ph.D., Charles F. Louie, Ph.D., Thomas Maier, Ed.D.

Associate Professors: Marlynn K. Bohman, Ph.D., Paul L. Locatelli, S.J., D.B.A.

Assistant Professors: Dennis J. Collins, Ph.D., Paul V. Harrell, M. Acc.,
James F. Sepe, Ph.D.

70.216. Financial Accounting (4 units)

An analysis of the accounting principles, conventions, and concepts underlying the preparation of financial reports for investors. Asset and liability measurement conventions and their related impact on the measurement of the income of a business equity are emphasized. No prior accounting background is assumed.

70.217. Managerial Accounting (3 units)

An analysis of accounting data and data collection methods used for management planning, control and decision-making. Profit planning, internal performance reporting, and the uses of accounting information for routine and non-routine decision-making are emphasized. Prerequisite: 70.216.

70.218. Managerial Cost Accounting (3 units)

An intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and by-product accounting, and variable costing. Advanced analysis of budgeting and relevant cost and revenue data for management planning, control and decision making. Designed for students planning to pursue careers in professional and corporate accounting. Prerequisite: 70.217.

70.219. Corporate Accounting I (3 units)

An intensive study of the principles, conventions, and standards governing corporate asset accounting. Current pronouncements of accounting rule-making bodies dealing with asset accounting will be studied and evaluated in the context of the objectives of financial reporting. Prerequisite: 70.217.

70.220. Corporate Accounting II (3 units)

An intensive study of the principles, conventions, and standards governing the accounting for liabilities and stockholders' equity. Other topics covered include the reporting of earnings,

reports of financing and investment activities, and the impact of inflation on conventional accounting reports. Prerequisite: 70.217.

70.221. Specialized Financial Reporting Problems (3 units)

An analysis of partnership accounting and installment and consignment sales. Heavy emphasis on business combinations and consolidated financial statements. An overview of governmental accounting and accounting for not-for-profit enterprises. Prerequisite: 70.217.

70.223. Taxation I (3 units)

An analysis of the Federal Income Tax with primary emphasis on the taxation of individuals. Topics covered include the definitions of Gross Income, inclusions and exclusions; business and nonbusiness deductions; adjusted gross income and taxable income; and capital assets and capital gains and losses. Prerequisite: 70.218.

70.224. Taxation II (3 units)

An analysis of the Federal Income Tax as applied to distributive shares of partnership income and the application of the tax laws to corporations. Income tax considerations influencing the choice of form of business organization, partnership vs. corporate form, and subchapter "s" treatment of small corporations will also be analyzed. Prerequisite: 70.223.

70.225. Seminar in Financial Accounting Theory (3 units)

Topics covered include the historical development of accounting principles and accounting thought, deductive normative models of accounting, recent developments in empirical research, and the role of accounting information in prediction and decision-making models. The role of research in accounting policy decisions of rule-making bodies will also be discussed. Prerequisite: 70.217.

70.226. Selected Topics in Financial Accounting Theory (3 units)

A critical analysis of current accounting conventions and standards. Current pronouncements on generally accepted accounting principles will be analyzed in the context of financial reporting objectives. Prerequisite: 70.225.

70.227. Planning, Budgeting and Control I (3 units)

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed which quantifies the effect which forecasted sales has on various segments of a business. Prerequisite: 70.218.

70.228. Planning, Budgeting and Control II (3 units)

A detailed examination of the accounting information system and its relationship to the firm's

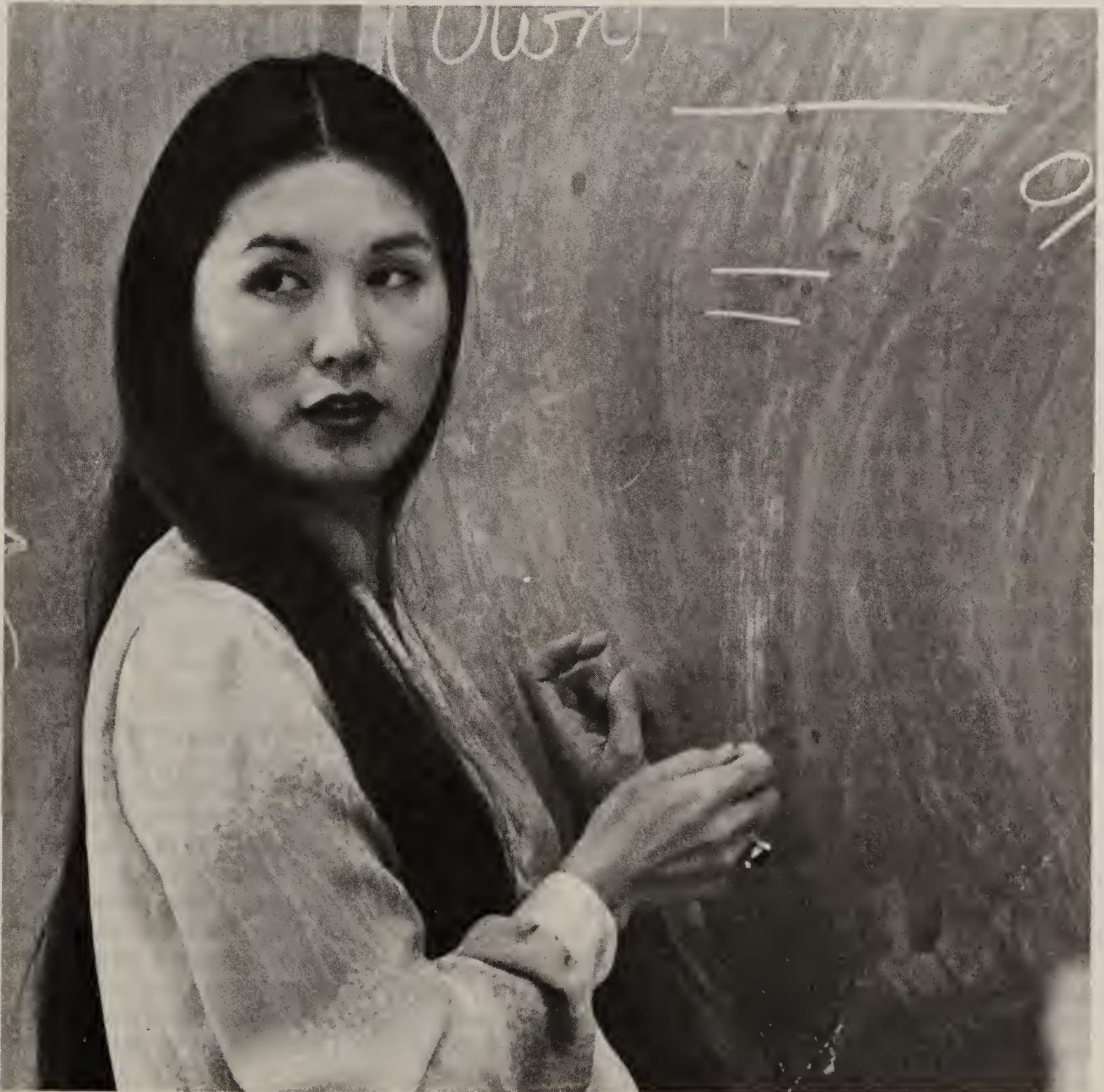
general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations. Prerequisite: 70.218.

70.231. Auditing I (3 units)

An introduction to the auditor's professional role in American society. Examines the auditing procedures used to accumulate evidence to support an independent opinion on the fairness of management's financial statements. Prerequisite: 70.218. Recommended: 70.219 and 70.220.

70.232. Auditing II (3 units)

A continuation of 70.231, including detailed examination of concepts of testing, evidence, internal control and analysis of client systems. Prerequisite: 70.231 or an undergraduate course in Auditing.



DEPARTMENT OF ECONOMICS

Mario L. Belotti, Ph.D., *Chair*

Professors: Mario L. Belotti, Ph.D., William F. Donnelly, S.J., Ph.D., J.M. Heineke, Ph.D.,
Thaddeus J. Whalen, Jr., Ph.D.

Associate Professors: Henry G. Demmert, Ph.D., Thomas Russell, Ph.D.,
Harold Shefrin, Ph.D.

Assistant Professors: Richard T. Coz, S.J., M.A., Masako N. Darrough, Ph.D.,

13.231. Economics Analysis for Business Decisions I (3 units)

The purpose of this course is to provide students with an understanding of economics as it relates to the decisions they will make as managers. The course will discuss the general principles of demand, production, and costs, and will relate these principles to the traditional functional areas of organization theory, finance, marketing, accounting, and production management. Prerequisite: 71.293.

13.232. Analysis of Economics Conditions I (3 units)

The focus of this course is on the macro, or aggregative aspects of the economy. The course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially designed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze and cope with aggregate economic phenomena. Prerequisite: graduate standing.

13.233. Analysis of Economic Conditions II (3 units)

The objective of this course is an in depth study and analysis of selected macroeconomic topics. Emphasis will be placed upon the effects of expectations in a process of aggregate dynamic adjustment together with a presentation of the elements of growth theory and macrodynamics. Prerequisite: 13.231, 13.232.

13.234. Analysis of Business and Economic Data (3 units)

This is a course designed to provide tools which are useful in extracting decision-making information from business and economic data. Emphasis is on the development of single equation linear regression models and on the role of such models in predicting future values of economic variables. The principle of "learning by doing" will be used throughout, whereby the student will be asked to design a model, gather data, estimate the model, make predictions using the model and finally develop criteria for evaluating the quality of such

predictions. Statistical problems which are unique to business and economic data are also discussed. Prerequisite: 71.200.

13.235. Urban Economics (3 units)

This is a course concerned with problems of the urban economy. Emphasis is on the planning function of managers of urban areas, especially with respect to location, land use, housing and transportation. Prerequisite: 13.231, 13.232.

13.236. Economics of the Public Sector (3 units)

In this course the role of the public sector in private sector decisions is examined. The case for collective action is developed by considering the problems posed by goods with poorly defined property rights. Of special interest is the origin of externalities and their effects on both private and public enterprises. Prerequisite: 13.231, 13.232.

13.237. Economic Analysis for Business Decisions II (3 units)

In this course, a wide range of firm decision problems are explored under a number of assumptions concerning firm goals, market "conditions" and firm technology. The focus throughout is on using economic theory as a framework for business problem solving. Topics include an analysis of the role of demand, production and cost functions in business decisions and their use in reaching the "best" decisions. Course work and assignments emphasize systematic use of available information in solving business decision problems. Prerequisite: 13.231, 13.232.

13.238. Econometrics (3 units)

In this course a number of topics in modelling and prediction more specific than those discussed in Analysis of Business and Economic Data are presented. Such topics might include pooling time — series and cross-section data, errors in variables, handling missing observations and the use of qualitative variables in predictive models. The course will be focused around that ubiquitous characteristic of business and economic models — simultaneous equation systems. As in all courses in this sequence, a crucial portion of

the learning process will be student specification, estimation and identification and testing of a simultaneous equation model. The predictive ability of estimated models will also be assessed. Prerequisite: 13.231, 13.232, 13.234.

13.241. Money and the Economy (3 units)

This course focuses on the importance of money in the economy. It will cover such topics as the demand and supply of money; sources and uses of funds in the economy; flow of funds through the financial system; money and capital markets; financial instruments; interest rates, disintermediation, yield differentials and yield curves; the level and structure of interest rates; money and inflation; money and economic activity. The course will make use of current monetary developments and data to illustrate the impact of money and monetary policies on interest rates and economic activity. Prerequisite: 13.232.

13.242. International Economics and the Corporation (3 units)

This course will deal with the economic problems faced by an internationally oriented corporation. International trade theory and the workings of the international monetary system will be discussed as they relate to corporate operations. Among the topics to be included are: (1) The role of costs in determining international market shares, (2) International trade in the face of tariff restrictions, (3) Trading with customs unions, (4) Optional overseas investment, (5) The workings of the international currency market, and (6) Living with floating rates. Prerequisite: 13.231.

13.243. Industrial Organization (3 units)

An advanced analysis of competition and business policy including the theory of price and non-price competition in different market structures. Emphasis is placed upon the structure, conduct and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. Prerequisite: 13.231.

13.244. Manpower Problems (3 units)

This course will examine the following topics: a) the manpower implications of technological change in an advanced economy; b) the determinants of technological change; c) the relative impacts of supply oriented manpower programs versus aggregate demand measures in dealing with unemployment; d) education and its economic implications, especially vis-a-vis manpower question; e) problems of racial and sexual discrimination; f) poverty in its employment related aspects. The course will build upon the student's training in macro- and microeconomic theory and quantitative methods to gain an

appreciation of and some expertise in the area of human resource questions. Prerequisites: 13.231 and 13.232.

13.245. The Economics of Planning (3 units)

This course will survey the various theories and principles of economic planning adopted under different economic systems, but with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output and mathematical programming; (2) techniques of investment decision and project selection with special emphasis on cost benefit analysis; (3) balance of payments strategies and policies; and (4) optimal fiscal and monetary policies in the development context. The course will be technique oriented and the case method will be used throughout. Prerequisites: 13.231 and 13.232.

13.246. Business and Economic Forecasting (3 units)

This course is a hands-on approach to practical forecasting requiring very little background, in which a variety of statistical techniques used to predict business and economic time series will be explored. These techniques, known variously as Box-Jenkins techniques, time series analysis techniques and assorted other designations, represent a totally different approach to forecasting than that discussed in 13.234 and 13.239. The course will proceed by requiring students to furnish a forecasting problem of interest and then provide a series of forecasting techniques which can be used to make use of available computer problems to develop increasingly accurate "solutions" to his/her forecasting problem. Prerequisite: 13.231, 13.232.

13.247. Energy, Natural Resources, and the Environment (3 units)

This course explores the many facets of energy and environmental policy and natural resource management. The main issues treated deal with questions concerning the appropriate rate of energy use, the environmental and foreign policy implications of energy policy, and a number of public policy questions concerning energy. Class discussion of government policy in these areas will focus on key pieces of current legislation. This legislation and its subsequent effects will be subjected to analysis and evaluation using the tools of microeconomic theory. The question of the appropriate extent of governmental intervention in energy markets will be addressed. Prerequisite: 13.231.

13.252. Business Strategy and Theory of Games (3 units)

This course deals with some general techniques for analyzing situations in which strong conflicts of interest are present. Types of situations with this characteristic are quite varied, from compet-

itive bidding and labor negotiations to firm pricing policy in markets with strong rivals. These topics and a number of related topics which arise in situations of business conflict are discussed throughout the course. Prerequisite: 13.231.

13.298. Internship/Practicum (3 units)

DEPARTMENT OF FINANCE

Pretorius Van den Dool, Ph.D., *Chair*

Professor: Francis J. Corrigan, Ph.D.

Associate Professors: Charles P. Harper, Ph.D., Pretorius Van den Dool, Ph.D.

Assistant Professor: Meir Statman, Ph.D.

Acting Assistant Professor: Hal B. Heaton

74.245 Financial Management I (3 units)

This course concerns a study of the principles and practices of financial management with particular emphasis on planning, analyzing and controlling flow of funds through a pool of assets. Additional areas studied include profitability, profit allocation, short and long-term financing, financial, operating and price leverage. The central concepts underlying the financial structure of the firm are presented and their impact on the firm's financial and operating environment is examined. Prerequisite: 70.216, 71.200.

74.246. Financial Management II (3 units)

This course is designed to unite theoretical and practical procedures into an analytical approach to financial decision-making. Lectures, class discussions and case materials are employed to apply both principles and practices to a wide variety of topics, including capital asset management under conditions of uncertainty, cost-of-capital, return on investment concepts, optimum capital structure, debt management, dividend policies and mergers and acquisitions. Prerequisite: 74.245.

74.247. Dynamics of the Financial System (3 units)

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 74.245.

74.248. Seminar in Finance (3 units)

An investigation of the theoretical foundations of Finance. Prerequisite: 74.246.

74.249. Investment Portfolio Management I (3 units)

This course is designed for those who must make decisions about their own funds or about funds they manage for others including institutional investors. The objective of the course is to provide a theoretical framework of risk and reward analysis in order to make prudent decisions in investment analysis and portfolio management. Prerequisite: 74.246.

74.250. Seminar in Financial Research (3 units)

A course designed to enable students to apply their knowledge of finance and research skills to a broad range of finance topics. Prerequisite: 74.246.

74.251. International Monetary and Financial Relations (3 units)

This course examines in depth the functioning of the international monetary system and international financial arrangements. Topics covered include: transfer of international payments; foreign exchange markets; balance of payments; international liquidity; international portfolio and direct investment; international financial markets and institutions; international banking. Prerequisite: 74.245.

74.252. Risk Management and Insurance (3 units)

A survey course to acquaint the student with the general principles of insurance and their application to financial management. Prerequisites: 74.245 and 74.246.

74.253. Life Insurance (3 units)

Topics include: the role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. Prerequisites: 74.245 and 74.246.

74.254. International Financial Management (3 units)

This course deals with the financial problems of firms operating internationally. Topics covered: internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, import and export financing. Prerequisite: 74.245.

74.255. Real Estate Finance (3 units)

A study of the risks, practices and problems involved in financing and investing in real property. Through case studies, analysis will be made of the economic background of cities, urban growth and structure and land use policies. Prerequisite: 74.246.

74.256. Management of Financial Institutions (3 units)

This course is concerned with the general management problems and policies of financial institutions. Part of the course is devoted to the analysis of management problems of commercial banks, part to the financial policy problems of non-bank financial institutions such as insurance companies, savings and loan associations, finance companies, and mutual funds. Prerequisite: 74.246.

74.257. Investment Portfolio Management II (3 units)

An advanced treatment of portfolio management and security analysis. Topics covered: market efficiency, capital market theory, portfolio theory, index funds, option and hedging techniques. Prerequisite: 74.246; 74.249 strongly recommended.

74.258. Real Estate Investments (3 units)

An advanced treatment of investment analysis and portfolio management as applied to real estate investments. Topics: asset valuation theory, appraisal theory, risk and return measurement. Case studies.

DEPARTMENT OF MANAGEMENT

James L. Hall, Ph.D., *Chair*

Professor: André L. Delbecq, D.B.A.

Associate Professors: James L. Hall, Ph.D., Joel K. Leidecker, Ph.D., Dennis J. Moberg, D.B.A.

Assistant Professors: David F. Caldwell, Ph.D., Peter K. Mills, Ph.D., James H. Morris, Ph.D., Barry Z. Posner, Ph.D.

Acting Assistant Professor: David Palmer, M.B.A.

73.260. Management I – Organization and Management (3 units)

An exploration of the concepts, models, and applications of contemporary organization theory. Topics include goal setting, organization structure, planning and control systems, formal communication flow, and decision-making. Applications to ongoing organizational problems are stressed.

73.261. Social Psychology of Management (3 units)

Continuation of 73.268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Prerequisite: 73.268.

73.262. Contract and Procurement Management (3 units)

Study the methods and techniques for negotiating and administering prime contracts with various customers, such as the Federal Government, and subcontracts with vendors. Prerequisite: 73.260 and 73.268.

73.263. Managerial Decision-Making and Problem-Solving (3 units)

The process of defining, analyzing and implementing management decisions with special emphasis on the application of the behavioral and administrative sciences. Quantitative analysis is not included. Prerequisites: 73.260 and 73.268.

73.264. Personnel Administration (3 units)

Exposure to the role and functions of the personnel department in business organizations, with particular emphasis on employment planning, selection and placement, employee evaluation, training and development, and compensation systems and legislation impacting personnel policies. Prerequisite: 73.260 and 73.268.

73.265 Legal and Social Environment of Business (3 units)

The general objective of this course is to enable the student to acquire a working background and understanding of the legal and social climate in which business operates. This requires a conceptual framework for analyzing and interpreting the issues and social forces that make the law and influence the decisions made in business.

73.266. Business Policies (3 units)

The study from a systems approach of policy development and formulation in organizations. The integration of the multiple viewpoints of the different functions in a firm is part of this approach. Case discussion is stressed. Prerequisites: 74.246, 71.208, and completion of Marketing core. This course should be taken during the last two quarters of attendance.

73.267. Union-Management Relations (3 units)

Course focuses on behavioral and legal dimensions of union-management relations. Analysis of cases used to apply conceptual material and to identify recurring problems. Prerequisite: 73.260 and 73.268.

73.268. Management II – Organizational Behavior (3 units)

Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes such areas as: Human motivation; Group dynamics; Interpersonal relationships; Management of conflict and change as an organizational variable. Prerequisite: 73.260.

73.269. Communications (3 units)

The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations. Prerequisites: 73.260 and 73.268.

73.270. International Management (3 units)

An analysis of problems associated with international operations of business organizations. Prerequisites: 73.260 and 73.268.

73.271. Seminar in Comparative Organization Theory (3 units)

This course has two related objectives. First, it examines in depth available research concerning the effectiveness of current organizational designs. Secondly, it reflects an awareness of the increasing importance of the service sector in our economy by involving members of the class in research on a variety of organizations, schools, unions, prisons, and hospitals. Prerequisites: 73.260 and 73.268.

73.273. Seminar in Organizational Behavior (3 units)

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis — group learning processes and non-academic resource personnel. Prerequisite: 73.260 and 73.268.

73.274. Career Development (3 units)

The objectives of the course are for the student to learn concepts regarding career dynamics in organizations; and to formulate an individual career development plan based upon this understanding of organizational concepts, self-assessment of interests, values and skills, and the study of the professional labor market. Prerequisite: 73.260 and 73.268.

73.275. Society and the Environment (3 units)

An evaluation of problems in society as related to the organizational environment.

73.292. Moral Perspective on the Political Economy (3 units)

Concentrates on conceptual foundation of government and business, comparative economic systems and selective issues in public policy, business practice and planning in the context of social responsibility and justice.

73.296. Moral Responsibility and Business Practice (3 units)

Examines issues of social justice and responsibility in terms of contemporary business policy and practice.

73.297. Business Ethics (3 units)

A consideration of ethical problems which grow out of business practices; an inquiry into competitive and interpersonal relationships.

73.298. Internship/Practicum**73.299. Directed Reading/Directed Research/Master's Thesis**

DEPARTMENT OF MARKETING

Albert V. Bruno, Ph.D., *Chair*

Professor: Albert V. Bruno, Ph.D.

Associate Professor: Tyzoon T. Tyebjee, Ph.D.

Assistant Professors: Dale D. Achabal, Ph.D., Karen F.A. Fox, Ph.D., Mary Ann O. Kriewall, Ph.D., Shelby McIntyre, Ph.D., J. Michael Munson, Ph.D.

72.276. Marketing for Nonprofit Organizations (3 units)

Examination of the meaning and role of marketing in nonprofit organizations such as hospitals, schools, and public agencies. This course seeks to develop knowledge and skills in analyzing the marketing problems and opportunities facing nonprofit organizations and in designing sound marketing plans to help these organizations realize their objectives. Prerequisite: 72.280.

72.277. Product Market Planning and Strategy (3 units)

This course covers the strategic decision of product and market selection and an examination of the role of innovation in light of the firm's objectives. The decision process for the management of new products is introduced, and analytic tools to aid the product manager at different phases of the decision process are developed. Prerequisites: 72.280 and 72.282.

72.278. International Marketing (3 units)

This course seeks to provide students with an understanding of the principles and practices of international marketing, beginning with small companies concerned only with exporting and ending with an examination of the multi-national corporation. Emphasis is on decision-making, with considerable use of case studies. Prerequisites: 72.280.

72.279. Small Business Entrepreneurship (3 units)

This course is concerned with the evaluation of venture ideas and the conversion of these ideas into viable ventures. Class time is devoted about equally to a discussion of cases, lectures, and presentations by guest lecturers who have had experience relating to the starting of new enterprises (e.g., bankers, attorneys, entrepreneurs). Each member of the class is asked to develop a five-year business plan for a new enterprise as part of the course. Prerequisites: 72.280, and 74.245.

72.280. Marketing Management I (3 units)

This course focuses on the analysis of principles and methods of marketing from the viewpoint of management. The course covers the role of

marketing in business, the nature of marketing organizations and institutions, and an introduction to marketing decisions and the environmental influence on them. Lectures will be supplemented by discussion of cases which are typical of situations faced in marketing management. Prerequisites: 71.200, 70.216.

72.281. Marketing Theory (3 units)

Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing in its social, political, legal and economic environment. Prerequisite: 72.280.

72.282. Marketing Management II (3 units)

This course exposes the student to a variety of decisions required for the effective marketing of goods and services for the consumer, industrial, and nonprofit sectors. This course relies primarily on the case method of instruction and requires a high degree of student participation. Prerequisite: 72.280.

72.283. Buyer Behavior (3 units)

The application of behavioral sciences to the understanding of buyer behavior. The influence of particular behavioral concepts such as motivation, personality, learning, perception, attitude, reference and family group on specific areas of consumer decision making is investigated. Decision processes of both consumer and industrial buyer are studied. A survey of current research findings, and their application to each of the above areas in terms of formulating and implementing marketing strategies is developed. Prerequisite: 72.280.

72.284. Advertising Management (3 units)

A study of the role of advertising in marketing, the communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluating advertising results. Prerequisites: 72.280.

72.285. Sales Management (3 units)

Managing the sales function incorporating current management and quantitative techniques together with concepts from the behavioral sciences. The various duties of the sales manager are studied in detail, but particular

emphasis is placed upon the integrative nature of the tasks. Making decisions within a simulated sales environment is an integral part of the course. Prerequisite: 72.280.

72.286. Marketing Institutions (3 units)

A study of the history and economics of the various institutions through which goods pass between production and consumption. Prerequisite: 72.280.

72.288. Concepts and Techniques in Marketing Research (3 units)

The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. The course will consider issues in research design and data analysis. Prerequisite: 72.280.

72.289. Management of the Marketing Research Process (3 units)

Evaluation of marketing research as an input to solving marketing problems; the use and usefulness of marketing research information to marketing managers; more emphasis on information

as input to marketing problems, less on research design and data analysis. Prerequisite: 72.280.

72.290. Retailing (3 units)

Primary emphasis is directed to the problems and opportunities facing retail institutions today in a complex and dynamic environment framework. Modern management methods and tools for interrelating marketing and financial strategies are reviewed and illustrated. Case problems involving policy and procedure planning by firms of all sizes are assigned for analysis. Students will be asked to observe and analyze an actual retailer. Prerequisite: 72.280.

72.291. Industrial Marketing (3 units)

The application of marketing techniques to meet the needs of the producer, re-seller, and government markets. An industrial managerial viewpoint is emphasized and findings from the behavioral and quantitative sciences are used as the foundation for determining a successful marketing mix. Both lectures and case discussions are used to highlight the principles involved. Prerequisites: 72.280.



DEPARTMENT OF QUANTITATIVE METHODS

Chaiho Kim, Ph.D., *Chair*

Professors: Chaiho Kim, Ph.D., Steven Nahmias, Ph.D.

Associate Professor: Zeb L. Vancura, Drs. (Econ.)

Assistant Professors: Eng Ung Choo, Ph.D., Rajat Deb, Ph.D., Charles Schmidt, Ph.D.

71.200 Statistical Methods (4 units)

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Topics include probability theory, sampling techniques, statistical estimation and hypothesis testing, simple and multiple regression analysis, analysis of variance, contingent table analysis, and non-parametric statistics. Prerequisite: 71.293.

71.201. Decision Science (3 units)

Introduction to the use of mathematical models for managerial decisions. A good portion of this course is devoted to mathematical programming models: formulations, solution techniques, and interpretation of solutions. Traditional topics will include simulation, waiting lines, network analysis, or others at the discretion of the instructor. Prerequisites: 71.293 and 71.200.

71.202. Decision Analysis (3 units)

This course will explore how decision analysis may be used to tackle complex decision problems facing business, non-profit, and public enterprises where the decision makers must take into account the uncertainties as well as many conflicting objectives. The purpose of decision analysis is to decompose a problem into two parts, one to deal with the uncertainties and the other to deal with multiple conflicting objectives. This course will examine how interdependent judgmental probabilities may be used to deal with the uncertainties and how scaling of preferences for consequences may be used to deal with conflicting objectives. The class will also review some well known applications of decision analysis. Prerequisites: 71.200 and 71.201 or permission of the instructor.

71.204. Statistical Research Methods I (3 units)

Introduction to multivariate statistical analysis used in research in behavioral science, marketing, psychology, education, and sociology. This course will provide a basic understanding of multivariate regression and correlation analysis, multivariate analysis of variance, and discriminants function analysis. Extensive use will be made of SPSS and other statistical software packages. Prerequisite: 71.200.

71.205. Statistical Research Methods II (3 units)

This course is the continuation of Statistical Research Methods I. Topics will include canonical analysis, principal components and factor analysis. Extensive use will be made of SPSS and other statistical software packages. Prerequisite: 71.204 or equivalent.

71.206. Computer Simulation Models (3 units)

This course will examine how computer simulation can be used for the design and operation of complex processes or systems. The methodological topics to be covered include design, validation, operating procedures, and analysis of results of computer simulation experiments. The examples of the applications of computer simulations to be studied through the course include different types of scheduling such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. Prerequisites: 71.200 and 71.294 or equivalent.

71.207. Management Information Systems (3 units)

The conceptual background and structure of computer-based information systems. Both the theory and practice of information system will be covered in detail. Topics include modern data processing technology and its applications, information structure, systems concepts, systems analysis and evaluations, management and technological consideration of information systems with case studies. Prerequisite: 71.294 or equivalent.

71.208. Production Management (3 units)

A survey of problems and techniques of analysis related to the production of goods and services. Problem areas considered include facility location and layout, demand forecasting, production planning and scheduling, distribution systems, inventory control and material requirement planning, project management, and quality control. The problems are analyzed through the uses of statistical analysis, decision science techniques, as well as intuitive and heuristic rules. Some cases are used to facilitate class discussions and to emphasize an integrated approach to decision making. Prerequisites: 71.200 and 71.201.

71.210. Operations Research (3 units)

This course reviews the fundamental models in operations research for controlling stochastic environments. A brief review of probability concepts will be followed by discussion of Markov processes with application to such areas as brand switching, waiting line processes, and inventory control models. Prerequisites: 71.200 and 71.201.

71.211. Linear Programming and Extensions (3 units)

This course will explore how the linear and nonlinear programming techniques may be used to solve the different types of managerial decision problems. It is designed to provide the student with some realistic experience in formulating and solving mathematical programming problems for business applications. The students will study in some depth the problems which arise in formulating the mathematical models, those which arise in carrying out the numerical solution techniques as well as those which arise in implementing the solutions. Prerequisites: 71.200 and 71.201.

71.212. Special Topics in Management Science (3 units)

This course will explore in great depth one or possibly two important topics in the areas of Management Science and Operations Research. The topics selected will depend on the mutual interests of the students and the instructor. Some of the topics which may be selected for study are the network optimization, integer and combinatorial programming, nonlinear programming, stochastic programming, Markov chains, optimization for large systems, inventory theories, queuing theories, and the game and competitive bidding theories. Prerequisites: 71.200 and 71.201.

71.215. Forecasting Methods (3 units)

The objective of this course is to enable the student to (1) identify analytical methods that are likely to be successful in a given forecasting situation, and (2) evaluate the alternatives in order to select the most appropriate method consistent with data, accuracy and cost considerations. Topics include: time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. Prerequisites: 71.200 and 71.201.

71.293. Mathematical Analysis (3 units)

The general purpose of this course is to enable the student to acquire a basic background and understanding of fundamental concepts and manipulations of differential and integral calculus. Prerequisites: Satisfactory score on Mathematics Leveling Examination or permission by Petitions Committee.

71.294. Computer Laboratory (1 unit)

An intensive eight-hour course in computer programming using a high level language. This course is designed primarily for individuals without any background in computer programming. Computer programming exercises using either a batch processing or a timesharing system will be required.

71.295. Computer Concepts (3 units)

Concepts, techniques and problems related to the use of the computer in the solution of business problems. Programming using high level languages in both timesharing and batch environment. Topics include sequential and non-sequential file processing, data structure and their applications, report generation, and computational algorithms. Students may not take both 71.294 and 71.295.

71.296. Management of Data (3 units)

This course examines in depth the concepts and techniques of management of large-scale data using computer systems. This requires an understanding of data organization, programming, communication, and management. Topics include elementary data structure, data storage, file structures and file management; file access methods, searching and sorting of files; file maintenance; data communication and an introduction to generalized data management systems. Application and case studies. Prerequisite: 71.207 or 71.295.

71.297. Design and Management of Data Bases (3 units)

This course is a logical follow-up of 71.295. This course examines the historical development of generalized data base management systems. Data base management concepts and data base models such as hierarchical, network, and relational will be covered in detail. Data base management systems implementations and languages will be discussed. Application and case studies. Field trips may be arranged and a guest lecturer from local industry may participate in this course. Prerequisite: 71.296.

INSTITUTE OF AGRIBUSINESS

Eric Thor, Ph.D., *Director*

Professor: Eric Thor, Ph.D.

Associate Professor: James A. Niles, Ph.D.

75.330. Social, Legal, and Political Environment of the Agribusiness Firm (3 units)

This course addresses the social, legal and political environment of agribusiness firms. It is the intent to expose students to issues confronting agribusiness and to develop a more sophisticated and informed perception of them.

75.360. Managers' Seminar in Agribusiness (3 units)

This introductory course sets the scope of the work to follow in the agribusiness course sequence. Emphasis is on current issues both in the United States and international agribusiness. Topics include issues in areas such as processing and distribution, financing enterprises, project development, and international trade.

75.361. Farm-Ranch Management (3 units)

A study of possible combinations of land endowment, material capital, and human resources emphasizing the effective utilization of labor through the organization and management of the production unit.

75.362. Project Planning (3 units)

An introduction to those evaluation and planning techniques — such as profit analysis, cost-benefit analysis, linear programming, budgeting necessary for preparing proposals, financing, and managing agribusiness projects.

75.370. Agribusiness Finance (3 units)

A course examining the uniqueness of agribusiness finance as well as traditional topics such as capital asset management under uncertainty, cost-of-capital return on investment and debt management.

75.371. Managing the Agribusiness Enterprise (3 units)

Capstone course integrating problems of production, marketing, and finance as they relate to management decisions in agribusiness. Cases from agribusiness firms are used to point up the social and legal framework within which management decisions must be made.

75.380. Marketing Products of the Agricultural Sector (3 units)

Building on the basic marketing and economic courses, the emphasis of this course is on the competitive market structure, the marketing

institutions and marketing problems of agricultural products at both the domestic and international levels.

75.381. Agricultural Price Analysis (3 units)

Principles of price determination of agricultural products, price differences and variability, and pricing institution. Emphasis is placed on empirical analysis involving techniques such as regression. Prerequisite: 13.231.

75.382. Commodities and Futures (3 units)

An introductory course that focuses on the commodities traded on futures exchanges. A highly applied course, it is designed to improve the student's ability to analyze a commodity system and put this to beneficial use. Topics include the function and operation of futures markets, price movements and determinants of price, speculative trading approaches, and technical and fundamental analysis. Students play a computerized trading game where they invest in the commodities market.

75.383. Hedging and the Commercial Use of the Commodity Futures Markets (3 units)

The use of the futures market to manage price risk by commercial firms. The course is designed to give practical exercise in hedging in the futures market. Topics include the measurement and management of price risks, the objectives of hedging and alternative approaches, cash-futures price relationships and development of a hedge plan. Students making hedging decisions for a case firm, utilizing the commodity futures trading game. Frequent assignments are made, with students taking the role of risk manager for a firm.

75.384. Seminar in Commodities (3 units)

This course is an advanced course in commodities which is designed to allow a student to explore a topic of his or her interest. It is specifically designed for the empirical investigation of speculative and/or hedging strategies, price prediction models, price behavior, evaluation of futures market performance and other topics.

75.385. Commodity and Futures Trading Exercise I (0 units)

**75.386. Commodity and Futures Trading
Exercise II (0 units)**

**75.387. Commodity and Futures Trading
Exercise III (0 units)**

Students manage a commodity trading account. Each student makes daily buying, selling, or no position decisions. A computer program provides weekly summaries of each participant's performance.

75.390. Field Experience (3 or 6 units)

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis.

75.391. Independent Research (3 units)

A written in-depth study in an area approved by the director, usually involving field collection of data. The report is prepared in the first summer session.

75.392. Field Investigations I (0 units)

75.393. Field Investigations II (0 units)

75.394. Field Investigations III (0 units)

A series of ten trips visiting agricultural supply, production, processing, and distribution firms in California and Mexico. Conferences with managers of firms are emphasized as a basis for analysis of the firms' economic structure and operating procedures.



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